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Management METHODS

MARCH 1959



Distributors study projector at Bell & Howell's traveling training school.

Five case reports on How to train your distributors

YOUR CUSTOMERS CAN TELL YOU HOW TO SHARPEN SALES

Has your tax man told you about SHORT TERM TRUSTS?



SEE COMPLETE CONTENTS ON PAGE 3

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ELECTRIC ADDING-SUBTRACTING IN THE PALM OF YOUR HAND!

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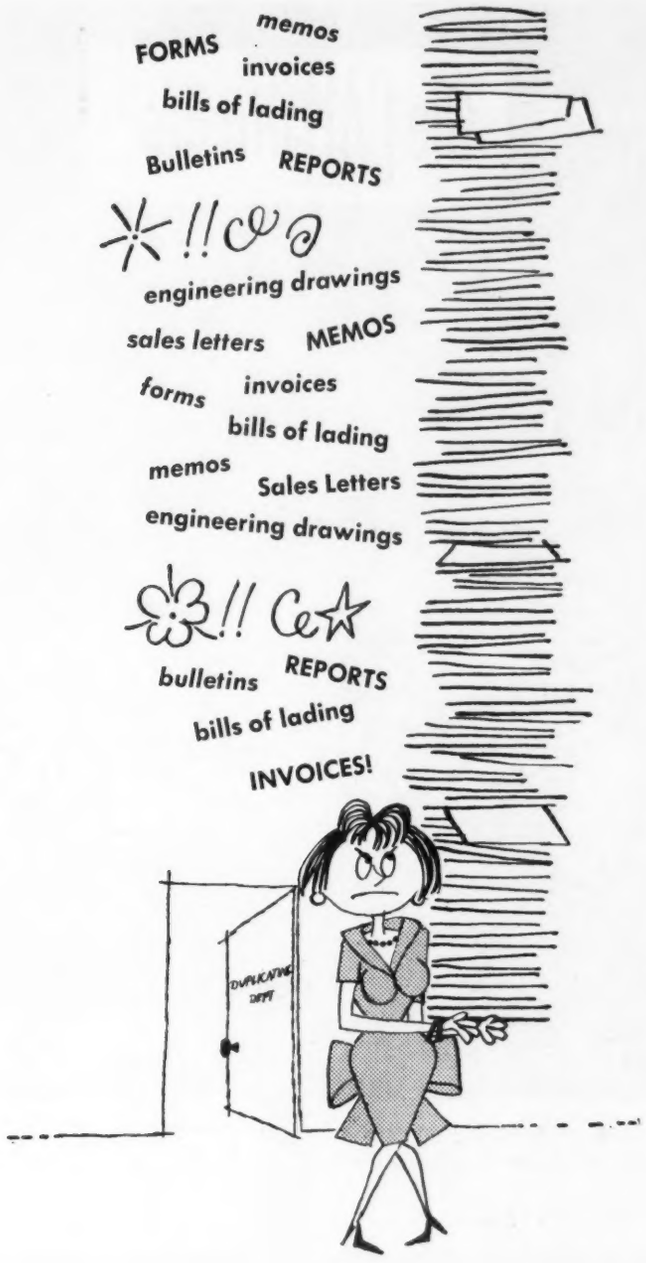
- a compact data processing "package" to cut clerical costs in any size company.
- a desk-size computer for virtually any firm employing over 100 persons.
- an electric typewriter with an entirely new keyboard design to ease typing strain.

There are more, of course, and still more on the way. For simpler, less costly ways to master paperwork, call Underwood. The advice you'll receive is based on 64 years of experience. Products are backed by over 2000 expert servicemen.

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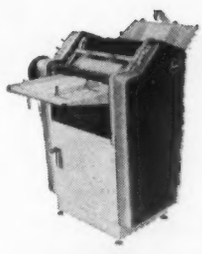
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MARCH 1959

Management
METHODS

Volume 15 Number 6

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Sound distributor training can dissolve costly clots in distribution and build a stronger sales program for increased profits. Five cases show how.

How to use customer opinion to sharpen marketing action 35
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How to save big tax dollars with a short term trust 45
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Management
METHODS

Volume 15 Number 6

22 West Putnam Ave., Greenwich, Conn.

Publisher Jerome W. Harris

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Editor: R. R. Conarroe
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Adv. Production: Nelda Green

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Circulation: Elizabeth Stone

Advertising Offices

New York 141 East 44th Street, MU 7-0583 Dir. Sales Development: Gil Hand—Harrison M. Rollins—Sherman Laire—Joseph Hanson

Chicago 612 North Michigan Avenue, Del 7-0112 Western Division Manager: William S. Hutchings—Alfred A. Spelbrink—John Hynes

Los Angeles The Robert W. Walker Co., 730 South Western Avenue, Dunkirk 7-4388

San Francisco The Robert W. Walker Co., 57 Post Street, Sutter 1-5568

Houston Ralph Runnels, 5210 Morningside Drive, Jackson 4-6633

A publication of

MANAGEMENT MAGAZINES, Inc.

22 West Putnam Avenue, Greenwich, Conn. Townsend 9-8585

President and Treasurer, W. S. Kline; Vice President, J. W. Harris; Vice President, A. J. Kaiser; Secretary, E. D. Kline

BPA **Member of Business Publications Audit**

Management Methods is indexed in the Business Periodicals Index

SUBSCRIPTIONS: In United States and Possessions, one year $5.00; two years $9.00. Canada & Mexico one year $6.00. Foreign subscriptions $10.00. Single copies $.75. When possible, back issues or tearsheets of articles will be provided. Enclose $1 for each back issue and $.50 for each back article requested, to cover costs of handling.

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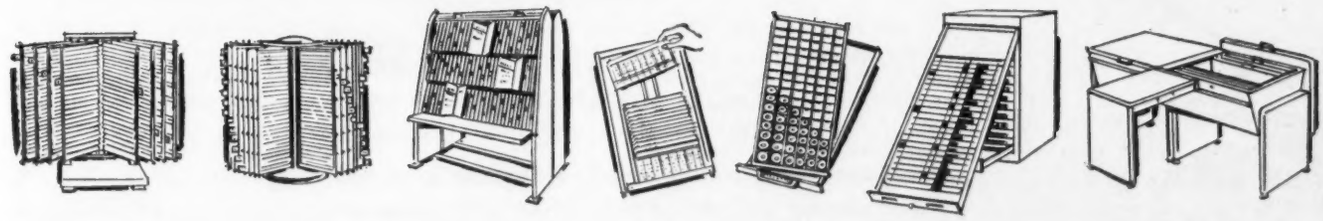
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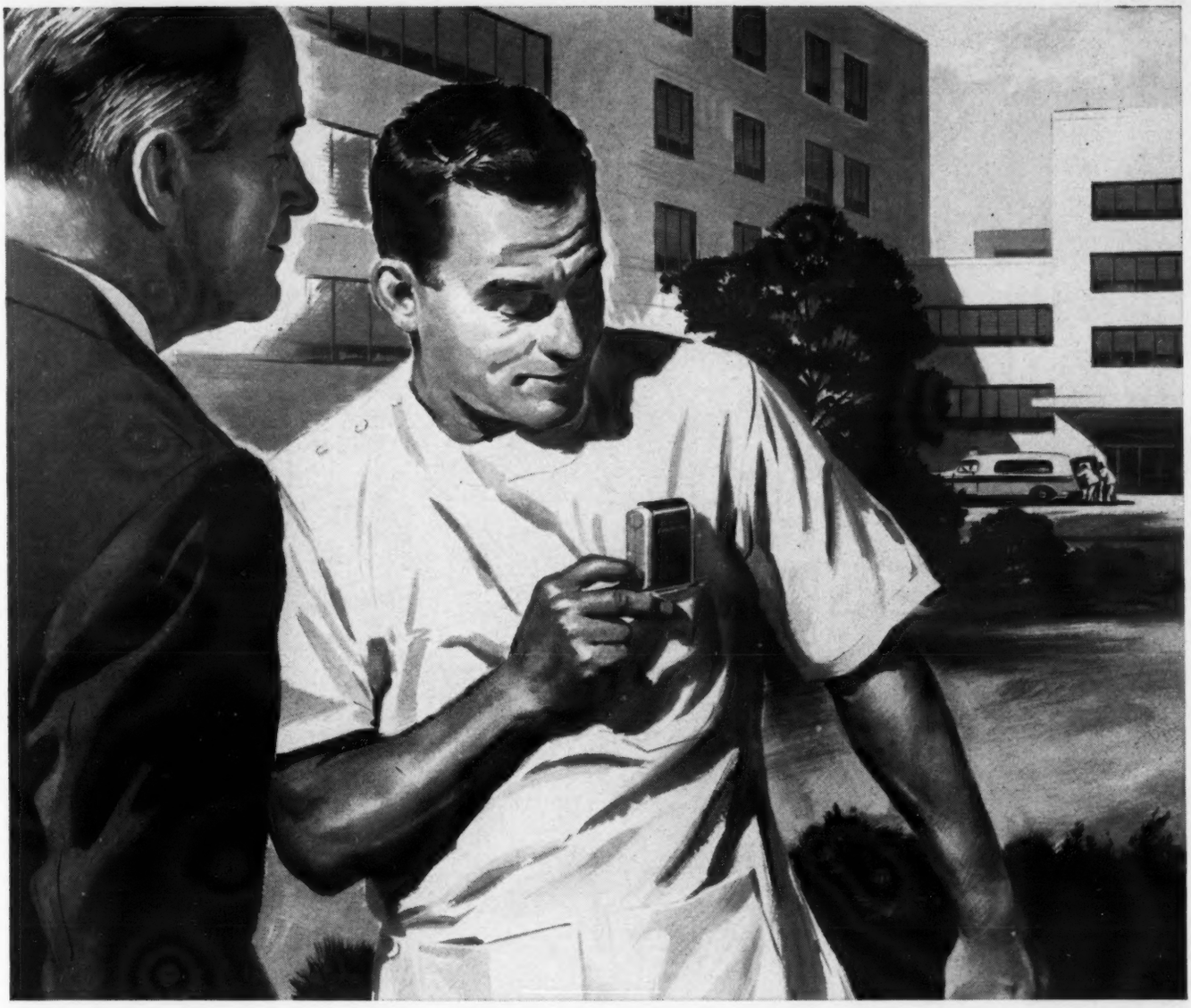
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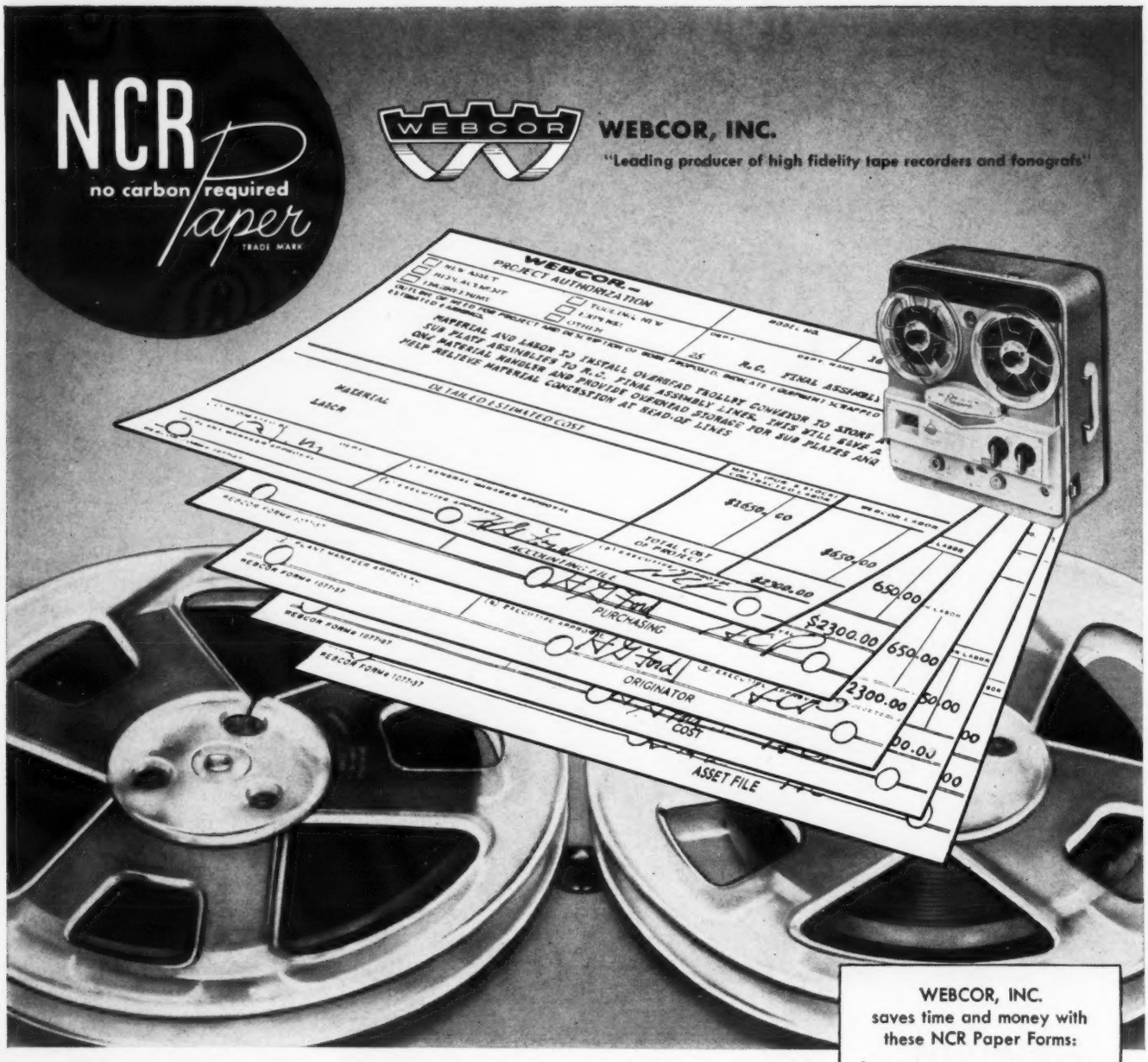
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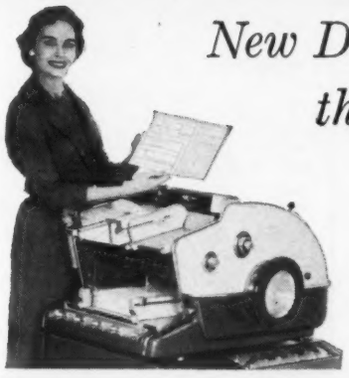
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How to plan an exhibit

Manpower, Inc. has compiled a comprehensive guide for planning and conducting exhibits at trade shows and conventions.

In check-list form, it covers 100 pointers on costs, booth design, product displays, staffing, publicity, follow-up of inquiries and other exhibit problems.

Time charts cover steps to take at set intervals—90 days previous to the show, 60 days, 30 days, and one day prior to the opening.

For a copy of "100 Suggestions for Convention and Trade Show Exhibitors," circle number 299 on the Reader Service Card.

How labels can increase sales

A new 14-page booklet by Dennison Manufacturing Co. treats eight important ways informative labeling can strengthen marketing activities.

Titled "If You Could Only Be at Every Point of Sale," the piece is illustrated, easy-to-read and cites down-to-earth cases of effective labeling as a link between producer and purchaser.

For a free copy of this booklet, circle number 300 on the Reader Service Card.

Guide to Sheraton Hotel chain

A 96-page guide to all its hotels throughout the U. S. and Canada is offered by the Sheraton Corp. of America.

Conveniently indexed, complete descriptions of each hotel include convention, meeting, dining and dancing facilities and capacities. The material points out that Diners' Club cards are accepted at any Sheraton Hotel.

For a free copy of this vest-pocket guide to Sheraton hotels, circle number 298 on the Reader Service Card.

Ireland—springboard to trade

Companies dealing internationally, or expecting to, will be interested in reviewing a new booklet on Shannon, the world's first and largest tax-free, duty-free airport.

Called "Shannon — Your Base in Europe," it details the many advantages and facilities of this free trade link with Europe. For instance, there are no limits on length of storage there and goods may be manufactured, processed or packaged without customs supervision.

For your free copy of this 16-page booklet, circle number 297 on the Reader Service Card.

Reducing maintenance costs

"Management Practices That Control Costs via Organized Lubrication" is a 24-page booklet by the Texas Co. It discusses how and where maintenance savings can be realized—some in areas not always associated with lubrication.

The piece tells how to organize and delegate lubrication responsibility and how to measure the results of such a maintenance program.

For a free copy of this lubrication booklet, write to the Texas Co., 135 E. 42nd Street, New York City 17.

Lithography and automation

"The Changing Look in Litho, U. S. A.," is a 100% endorsement by one union of automation and technological progress.

Published by the Amalgamated Lithographers of America, this factual report traces the steady growth and new techniques of lithography and looks ahead to further technological advances.

Although automation may initially displace personnel in this expanding industry with its 36,000 current members, technological advances in actuality create new jobs, the booklet states.

It predicts that tremendous developments in chemistry and electronics will continue to make lithography the most rapidly growing method for reproduction of printed matter.

The modern brochure itself is a prime example of excellent lithography.

For your copy of this 30-page, full-color booklet, circle number 295 on the Reader Service Card.

Publication for office girls

Here's an interesting periodical designed to boost the morale of your office girls and build enthusiasm and efficiency in carrying out their jobs.

A bi-monthly published by The Bureau of Business Practice, "Just Between Office Girls" contains practical business hints and shortcuts written with a light touch.

Quizzes on word usage are included and readers are awarded prizes for submitting winning solutions to job problems presented.

For a free review copy of this periodical, circle number 296 on the Reader Service Card.

How to use sound films

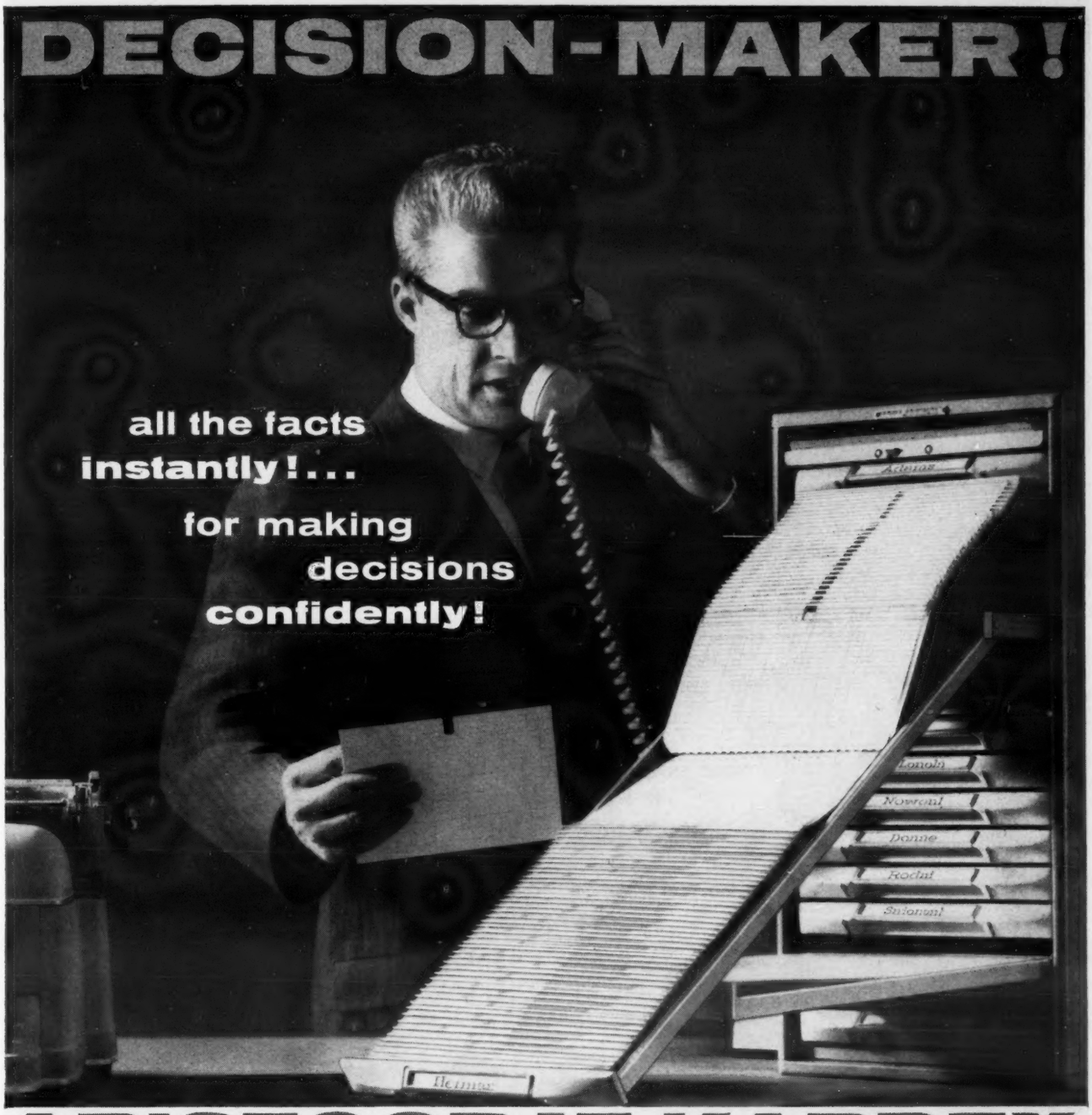
Areas where industry can profit from the use of motion pictures and film strips are discussed in a 20-page booklet by Victor Animatograph Corp.

Sections cover their use as sales tools, training aids and as a public relations device.

Also included is a list of film sources where motion pictures and film strips can be borrowed free-of-charge or rented at a nominal fee.

For your copy of "How Industry Profits from the Use of Sound Films," circle number 258 on the Reader Service Card.

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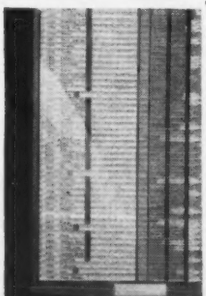
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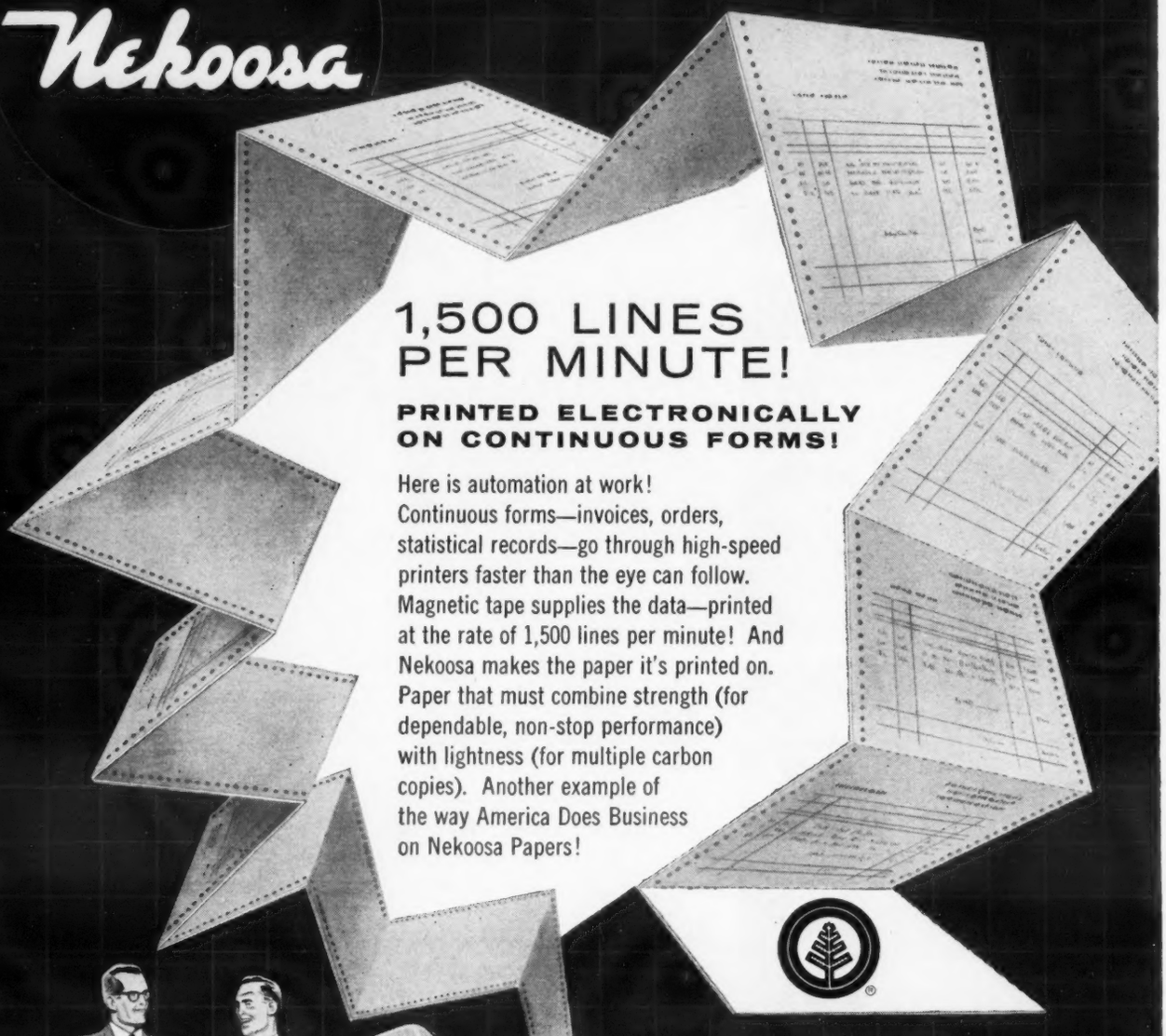
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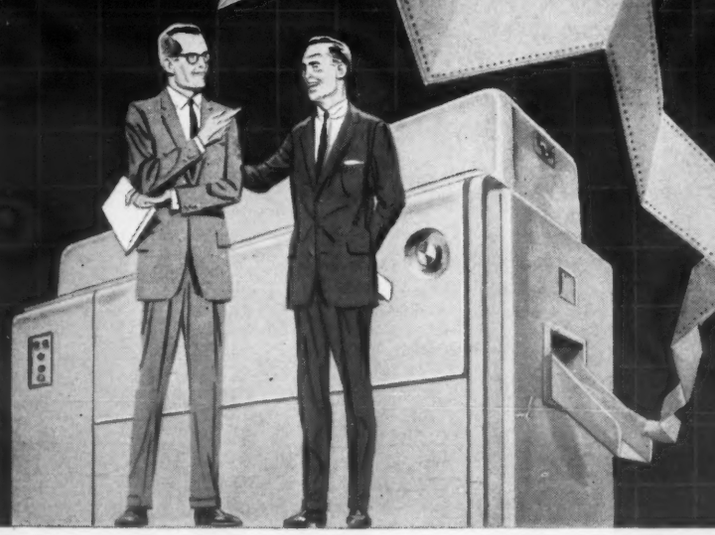
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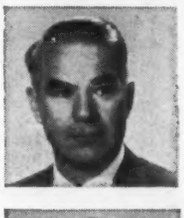
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It can be frightening, too, because one wrong turn may lead to . . . nowhere!

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While they would be the first to admit there are no short cuts to success, they do know the proven techniques necessary to every successful career. They also can help you avoid the false starts, the frustrating delays, the dead ends.

A few of these men are pictured on this page. They and their colleagues represent leadership in every major aspect of business, industry and education, banking and finance, manufacturing, marketing, advertising, investments, industrial engineering, personnel management, and many others.

These men are qualified to help others get ahead in business because they know—by experience—how it is done.

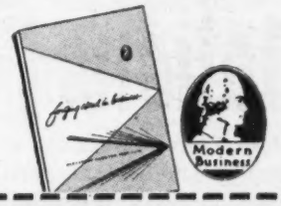
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Letters

The case for printed envelopes

SIRS: If others have the same experience as we do with your magazine, we feel sure they derive a great deal of benefit from the interesting articles and the ideas presented, for instance, in "Workshop for Management."

However, one item "Use blank envelopes for bulky mailings," *(MM,Jan '59)*, seems to be a little bit off the beam. Being envelope manufacturers, we appreciate greatly your boost for the idea of using envelopes at all. Yet we wish to give you a few facts regarding the cost of printing envelopes, which apparently has not been experienced by the Cleveland Welding Division, American Machine and Foundry Co. For instance, you said that printing the name and address on Kraft envelopes almost doubled the cost of the envelopes. Here are the facts:

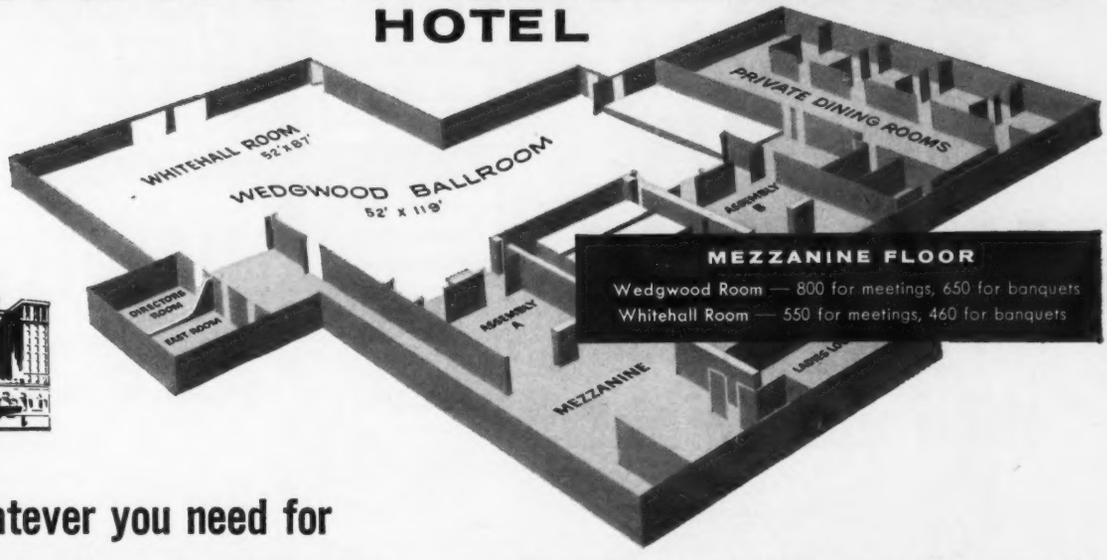
On 25,000 9-by-12-inch envelopes made of 28-pound Kraft, our published price is $12.33 per 1,000. To print this envelope in one color the charge is $1.31 per 1,000. Two colors cost $1.78 a 1,000. In lots of 50,000, the same envelope costs unprinted $11.74 per 1,000. If printing is in one or two colors, the charge is $.89 and $.98 per 1,000 respectively.

To go into it a little deeper, suppose a publisher had three magazines with the same address. The total quantity price would apply. But there would be a charge of $1.50 for each change of name. This $1.50 would be a single flat charge per change. In the case of our illustration it would be $3 for the two changes regardless of the division of the blanket order. In the same way, one company with a number of branches can secure changes in addresses, with the same basic company name, by paying a flat $1.50 per address change.

Quite obviously from these figures, we disagree with the advice you have given your readers. It may perform

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If you are seeking an excellent site for a plant, research or engineering laboratory, or regional office—send for this folder with complete data on the Tampa Industrial Park.

It gives you information on utilities, transportation, terrain, protective covenants, management, etc. Air photo shows six plants now in Park, representing more than $45 million in capital investment — Jos. Schlitz Brewing Co., Globe-Union, Inc., Anheuser-Busch, Inc., Jackson Products, Camden Grain Co., and A. S. Aloe Co. Map points up Park's strategic location in respect to Tampa's other industrial assets.

The Tampa Industrial Park is a community project, administered by the Committee of 100 of the Greater Tampa Chamber of Commerce. *All inquiries receive prompt and confidential action.*

Get the facts on the Tampa Industrial Park. Write for folder.

For folder write: W. H. MacInnes, Chairman, Committee of 100, Greater Tampa Chamber of Commerce, Tampa, Florida.

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a disservice to both users and make of envelopes.

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For "popularized" house organs

SIR: While it is true, as David Sum mers points out in his article, "Wh waste money on a house organ?" [*M Nov. '58*] that many employee pub cations devote too much space to go sip, the vast majority of the thousan upon thousands of these papers are inestimable value to their companie This despite the fact that editors a often frustrated by over-cautious ma agement.

Author Summers may be a consu ant, but I'm afraid that most worki editors are far ahead of him in the evaluation of what makes good readi for the employee. The main purpo of an industrial publication, it seem to me, is to establish an atmosphere friendliness wherein management a labor can work to mutual advantag This cannot be done solely with ar cles on the operation of the busines the human element must be broug in, and brought in strongly.

Mr. Summers aims his barbs at ch chat and gossip items, which anyo as astute as himself must know all ed tors dislike. But feature stories on t employees' contribution to the comm nity—their travels to far-away plac the segments of their lives that a interesting but too numerous to be co ered in today's public press— these a the sort of things every wide-awa company editor strives to print.

The plain fact of the matter, too, that the machinations of business t day are so involved that no single ed tor can hope to fully explain them a manner that would satisfy everyon Therefore, wise management publish not one but two papers—one stric business and highly official, and t other, an employee magazine wi "popularized" versions of the co hard facts.

Incidentally, I am not the editor an employee paper or magazine.

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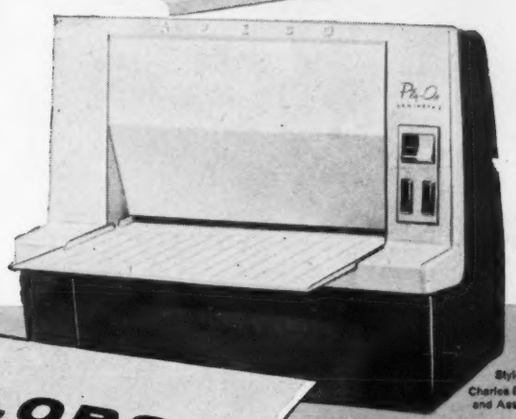
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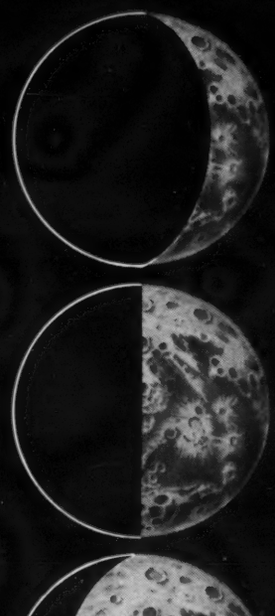
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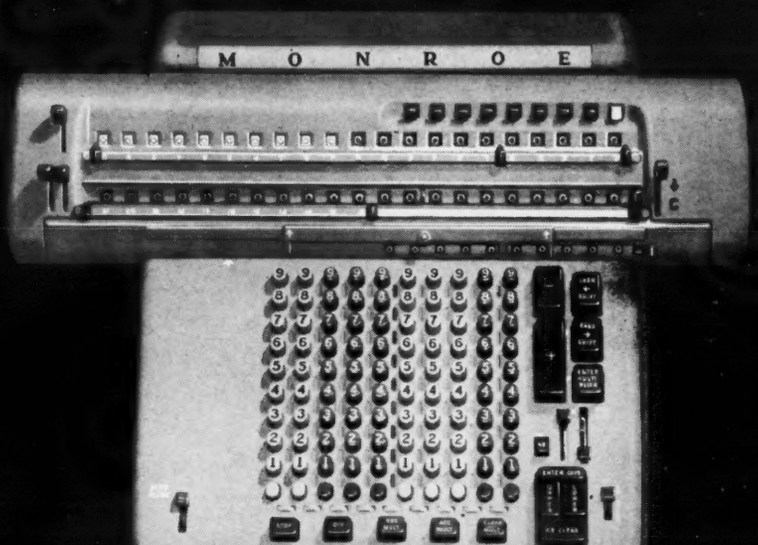
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■ ATTENTION TO WHAT YOU SAY and how you send it may cut your telegraph costs as much as 20% to 40%.

Keeping in mind time zones, daylight saving areas and office hours of companies will get you optimum service at minimum rates.

For instance, why waste money on a 27 word, full-rate telegram sent from Los Angeles at 3:00 p.m. to a Boston firm that closes up tight at 5:30 p.m.? You can expand your message to 50 words at low night letter rates. It will get there the next morning.

When sending several wires the same day to the same addressee, indicate "Serial" on each. They get a special rate.

Whenever you wire, be brief and clear. Here are some tips on how to pare excess costs from your telegrams.

1. Use commas instead of conjunctions. Punctuation travels free.
2. Omit unnecessary articles—the, an, a.
3. Eliminate unneeded references—re your letter, retel.
4. Skip courtesy words like please. Telegrams can be friendly without adding extra cost phrases.
5. Use unspaced abbreviations and code words. Any five grouped letters and/or numbers count as one word.
6. In signatures, forget titles—they cost extra.
7. Edit all messages to keep within minimum word rate where feasible.
8. Don't be afraid to add words if needed for clarity.
9. Appoint a telegram editor to review all messages before they are sent.

Western Union has prepared a booklet which includes complete data on wire services, costs, word counts and hints on how to get the most for your telegraph dollar.

For a free copy of "The Story of Western Union," circle number 289 on the Reader Service Card.

PLAN FOR PRODUCTION SLUMPS BEFORE AND AFTER SHUTDOWNS

■ MOST INDUSTRIES report a marked decline in production before any and every shutdown—whether holidays, weekends, change-overs or whatever reason.



When scheduling production and assigning workers, the following cases will serve to underline the need for being aware of lower output before and after weekends and holidays.

One metal working plant, for example, reports output on Monday mornings and Friday afternoons rarely equals that of other days. Warm-up and clean-up time is needed for furnaces and equipment. In addition, workers tend to slow their pace during these periods.

Starts and stops of mid-week holidays, economist Joseph N. Naab states, cause industry a 1.5% annual loss in production. International Harvester Co., Chicago, says preholiday slumps vary with the nature of the day.

A mid-west machinery manufacturer says its productivity during 1957 was off 2.5% on every start-up day and 2.2% off on every shutdown day.

Lockheed Aircraft Co., Burbank, Calif., reports that when Tuesday is a holiday, absenteeism is so heavy on Monday it is impractical to operate continuous production lines.

Careful planning can minimize some of the delays and costs involved before and after shutdowns. Sometimes days off can be shuffled to boost total output.

KEEP LIGHTS BURNING — AND SAVE

■ "DON'T TURN OFF THE LIGHTS" is the surprising command on bulletin boards throughout two large office buildings in Nashville, Tenn.

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of research studies and applies to any fluorescent light fixture.

Keeping lights on constantly



during working hours reduces the greater electrical cost of turning them off and on. The practice also actually extends the life of lamps.

CURTAIL TOLL CHARGES WITH TIMER AND CHARGE SYSTEM

■ AT CLEVELAND WELDING DIVISION, American Machine & Foundry Co., long distance telephone charges were mounting steadily.

To limit the length of toll calls, three-minute egg timers were placed by each phone. Stickers admonished "Be a good egg—limit your calls."

Then as another deterrent to lengthy calls, each toll was charged to the department involved. Previously these charges were lumped anonymously under office services.

The egg-timer and the department charge devices worked. Both number and size of toll charges dropped sharply.

Further, Cleveland Welding no longer needs a two-position switchboard—so only one operator is needed. What's more, the operator has asked for typing to fill in her spare time at the less busy board.

USE LOCAL TV TO TALK TO WORKERS

■ A SEEMINGLY COSTLY SOLUTION sometimes proves to be the most economical method of communicating with employees.

Take this case in point. Northrop Aircraft President Whitley C. Collins had an important and timely

report to make to his 20,000 employees. Covering all areas and shifts with personal talks was ruled out as a formidable time consumer.

Another way, a letter at a minimum of 10¢ each to workers' homes, would cost at least $2,000, and might not get adequate attention.

Never one reluctant to try out new ideas, President Collins thought of television. This media proved to be not only more effective but less expensive as well. Open time for a 3,500 word message was bought on a Los Angeles station at a cost of $975—a saving of at least $1,000 over the mail method.

Eight o'clock Saturday morning was the slot selected. Most employees would be home then. Further, the outside audience would be negligible since the TV station normally opened hours later. Employees were alerted to tune in by reminders of the time and station enclosed with paychecks the day before.

More important than the actual dollar savings, President Collins reports, was the gratifying attention and response of the workers to this novel company report.

SALES BUILDERS

USE MULTIPLE PACKS FOR YOUR PRODUCTS

■ MULTIPLE PACKAGING has been responsible for important sales increases of many and varied lines of merchandise.

Beer and soft drinks in bottles and cans have long enjoyed bigger volume by using six-pack carrying cartons. Many manufacturers of cosmetics and other gift items boost sales seasonally by packaging several items together.

The profitable multi-pack practice is spreading. Take this significant case history as an example, reported by William L. Dempsey, Jr. in the *Journal of Marketing*.

Sardine sales have been practically at a standstill during the past few years. Because of this, the product was considered ideal for the testing of multiple packaging.

Cans were packed three, four and six to a carton, with single cans used for control. Results of the carefully controlled test carried out in Philadelphia supermarkets, showed a significant increase in total sardine sales through multiple packaging. Incidentally, the three-can pack proved to be the best seller in this particular test.

EXPLORE USES OF CLOSED-CIRCUIT TV

■ WHEN COSTS AND RESULTS of alternatives are tallied, closed-circuit television can often do a major communications job more effectively at less cost.

To cite one case, Eagle Pencil Co., Inc., Danbury, Conn., used a live telecast to reach over 5,000 purchasing agents, dealers, salesmen and key office people in a 12-city hookup.

Viewers witnessed a one-hour quality test demonstration of Eagle products. Commentator Walter Cronkite also emceed a dramatic tour through the plant and laboratory.

Kinescopes of the live program,



Before you make any decision for your company you want the facts! We'll give you facts. The latest on available (and desirable) sites . . . buildings for lease . . . up to the minute developments on Electric Power and Natural Gas . . . current statistics on available manpower, expanded transportation facilities. Industry is on the move to the Orlando area. We'll give you facts, personal assistance in every way. Write for our latest brochure and let's get acquainted.

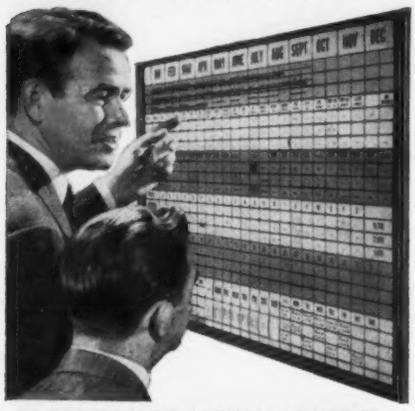
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Dept. of Business Development
State Capitol, Dept. 431, St. Paul 1, Minn.

(Circle number 124 for more information)

produced by Theatre Network Television, Inc., will extend the benefits of the demonstration to thousands of other buyers, clubs and schools in the U.S. and Canada.

In commenting on the effectiveness of the presentation, Eagle Pencil Vice-President David E. Price said, "With closed-circuit TV we moved our plant and testing equipment to thousands of agents and customers, instead of vice versa. We couldn't have done the job any other way as speedily, effectively and economically."

New engineering techniques and devices, and reduced production costs, have brought closed circuit television within reach of even small companies.

For instance, Louis L. Tyrrell, president of Teletalent, Inc., New York, predicts stores will soon be using live TV for window displays and in-store demonstrations.

PROFIT MAKERS

SAMPLE AND EVALUATE PAPERWORK ANNUALLY

■ ONCE A YEAR have an extra copy made of all correspondence and reports issued during a 30-day period. Then review and analyze them against a check list for possible improvements and shortcuts.

Such annual evaluation of paperwork has worked well for Reader Jack E. Grant. Here are some of the review steps he suggests:

Sort all papers by function, regardless of origin. This will quickly indicate whether departments or individuals are overlapping or duplicating work of others.

Then review each communication against a yardstick, covering major purposes, functions and impressions. These questions may help you formulate your own check list:

1. Does the letter create the right impression?
2. Is the language clear?
3. Is this report necessary? Can it be shortened, consolidated or eliminated?
4. Would a form letter serve as well as a dictated letter?
5. Could automatic typing or mechanical reproduction substitute for individual typing?
6. Was correspondence answered promptly?
7. Do statements reflect current policies and plans?

Time and effort spent in formal periodic review usually reduce quantity and increase quality of paperwork.

DRAW ON POOL OF "HUMAN CAPITAL"

■ THERE ARE TALENT POOLS to draw from when you need a specialist for a short-term project or a part- or full-time assignment.

One such course of "human capital" is the Fuller Plan. This new talent pool was originated by Walter D. Fuller, retired board chairman of Curtis Publishing Co. It grew out of his conviction that an enormous amount of experience and capability is left untapped by business.

Fuller's national service has 1,200 screened specialists currently available in 170 business categories. Each individual registered has 30 to 40 years of successful experience.

Already 49 companies in 19 states have drawn on this newly-organized talent pool. Many of these companies have cited it for its ability to locate the person who exactly fits the job specifications.

For instance, Fuller found a marketing analyst for a South Carolina client in the hydraulic field.

An entomologist was located to present expert testimony in a legal case for a midwest law firm.

A promotion expert was referred to a Michigan food processor to plan a 75th anniversary program.

An experienced paper cup machine designer began a production improvement program for a Wisconsin manufacturer.

By using services such as the Fuller Plan, companies can avoid the cost and effort involved in locating and screening candidates and verifying qualifications.

Costs are limited and flexible. Payment concludes with completion of any assignment. Fringe benefits, termination and retirement problems are obviated.

A flat "finder's fee" is paid Fuller when a candidate is accepted. An added fee of 15% is then assessed

on the total amount paid the specialist.

To find out more about the Fuller Plan, circle number 288 on the Reader Service Card.

WAKE UP SLEEPERS IN YOUR PRODUCT LINE

■ SOME COMPANIES have "sleepers" in their product mix. These high potential profit makers remain dormant—sometimes for years—because of inadequate analysis of potential profit contribution.

Reliance on conventional accounting, with its disregard of breaking down expenses into fixed and variable components, is responsible for such "Rip Van Winkles," says Vice President Douglas P. Gould of Trundle Consultants, Inc., Cleveland.

He urges marketing executives to explore both the profit and sales potentials of existing products. All members of management, he says, should think in terms of a profit-volume relationship, often called the "marginal income concept."

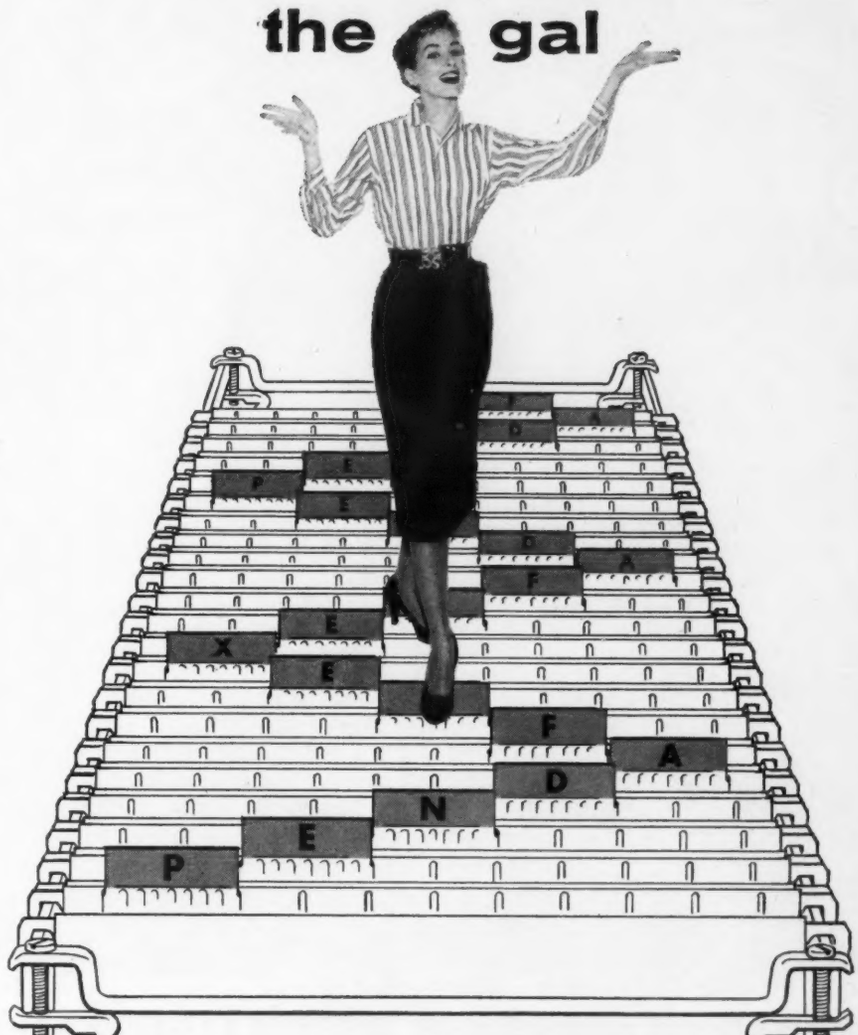
Gould defines the marginal income approach as a control and analysis tool which orients varying points of view and properly weights such factors as fixed and variable costs, sales volume, price and break-even points.

Lack of emphasis on high marginal income items can lower overall relation of profit to volume, he says. Many companies that analyze products on a variable cost basis find that the greatest profit comes from 10% to 20% of their accounts.

Careful analysis of the profit contribution of each product, Gould points out, can create and extend opportunities for added income. Attention to profit-volume relationship will show where to advance markets geographically. It can provide more accurate selective sales goals. It can direct advertising, promotion and personal selling efforts.

Profit analysis may uncover need for product redesign to widen appeal to new users. Further, such an approach may indicate some product price reductions, Market Consultant Gould concludes.

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DO YOU KNOW THE LAW ON

Sales Talks

ARE YOU LIABLE FOR EXAGGERATED STATEMENTS?

The question — Is a company liable in damages for exaggerated statements to customers by its over zealous salesmen?

The Answer — A company is not liable for its salesmen's expressions of honest opinions when such expressions are not statements of fact.

Case one — An automobile sales manager assured a customer that the car this customer was considering as a purchase "usually got at least 18 miles to a gallon and with some drivers more," and that it was "new and perfect in every respect."

The car's performance did not meet the sales manager's predictions, and the customer sued for recovery. Denied a recovery by the court, the purchaser appealed. In affirming this judgment, the Supreme Court of Vermont said of representations of this sort:

"To support an action for fraud or deceit, the representations must be of existing facts relating to the subject matter of the contract affecting its essence and substance, not matters of judgment or opinion nor of facts that will exist, nor of promises.

"The seller under the circumstances, here the sales manager, could not know the operating characteristics of this particular car nor the driving methods of its prospective purchaser.

"It can then only be said that such a statement was made as, and could only have been intended to be, a matter of the sales manager's opinion or judgment and, furthermore, dealt with facts to exist in the future.

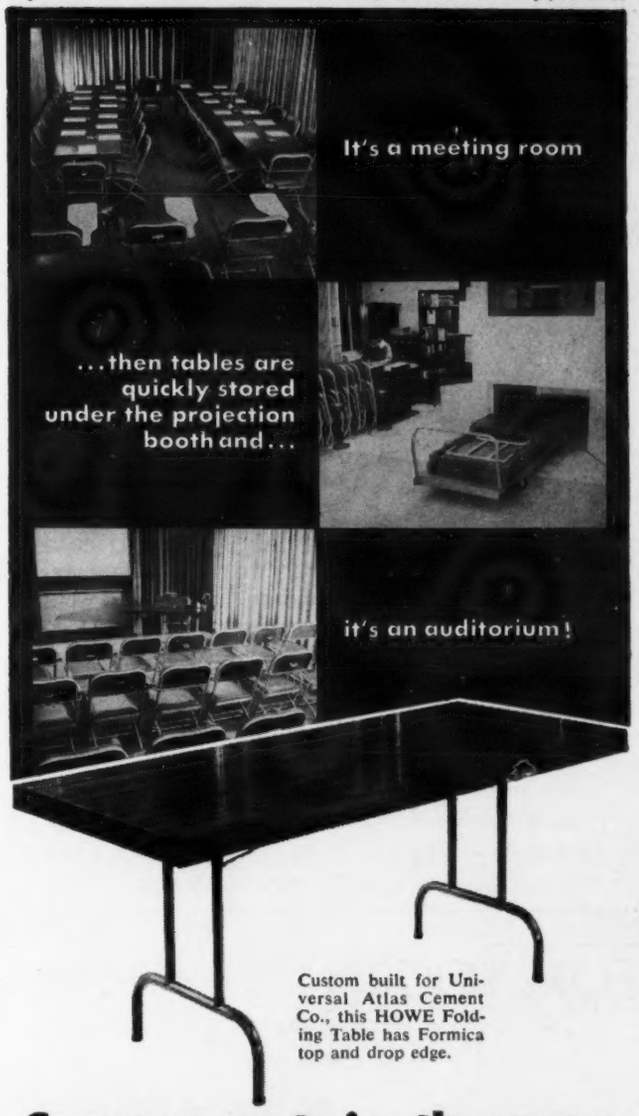
"This type of expression is in the same class as those that relate to the productiveness of particular land, dependent upon estimate and judgment and predicated on data uncertain, if not conjectural, which our courts have ruled to be merely expressions of opinion."

Batchelder vs. Birchard Motors, Inc., 144 Atl. 2nd 298, Vermont.

Case two — A Massachusetts man bought an oil stove attachment which the dealer assured him would make no dirt, smell or smoke; that it could be used without renewal or repair for a year; and that its operational

Note — This feature is offered as a general guide only. Consult your attorney on specific legal problems.

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*Source, 1958 Sales Management's Survey of Buying Power

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cost was but a half or two-thirds of the cost of wood or coal.

When later this disappointed customer sued to recover the money he had paid, claiming he had been damaged by fraudulent statements of the seller, the Massachusetts court, in ruling that he had no grounds for a recovery, said:

"We are of the opinion that all the representations which are material fall within what is known as 'dealers' talk' and are not sufficient foundation for an action for deceit. The law recognizes the fact that men will naturally overstate the value and qualities of the articles which they have to sell.

"All men know this and the buyer has no right to rely upon such statements. The representations that the apparatus or invention was of great value, that in its use there was no dirt, smell or smoke, that it burned a long time and could be run for a small expense—are all, in their nature, statements of opinion as to the value and utility of the invention."

Kimball vs. Bangs, 11 N.E. 113, Massachusetts.

Case three — A similar instance came before a federal appellate court for decision. A sale had been made of all the tools, dies and equipment owned by a manufacturer of vacuum cleaner machines. The manufacturer recommended these machines for cleanliness, economy and efficiency and the purchaser was assured they were absolutely perfect in even the smallest details. The court ruled:

"Of the misrepresentations touching the quality and powers of the patented machine, these were general recommendations, or, insofar as they included any specific facts, were not disproved. They raise, therefore the question of law of how far general 'puffing' or 'dealers' talk' can be the basis of an action for deceit.

"The conceded exception in such cases has generally rested upon the distinction between 'opinion' and 'fact,' but that distinction has not escaped the criticism it deserves . . . The expression of an opinion is but the assertion of a belief, and any rule which condones the expression of a consciously false opinion condones a consciously false statement of fact.

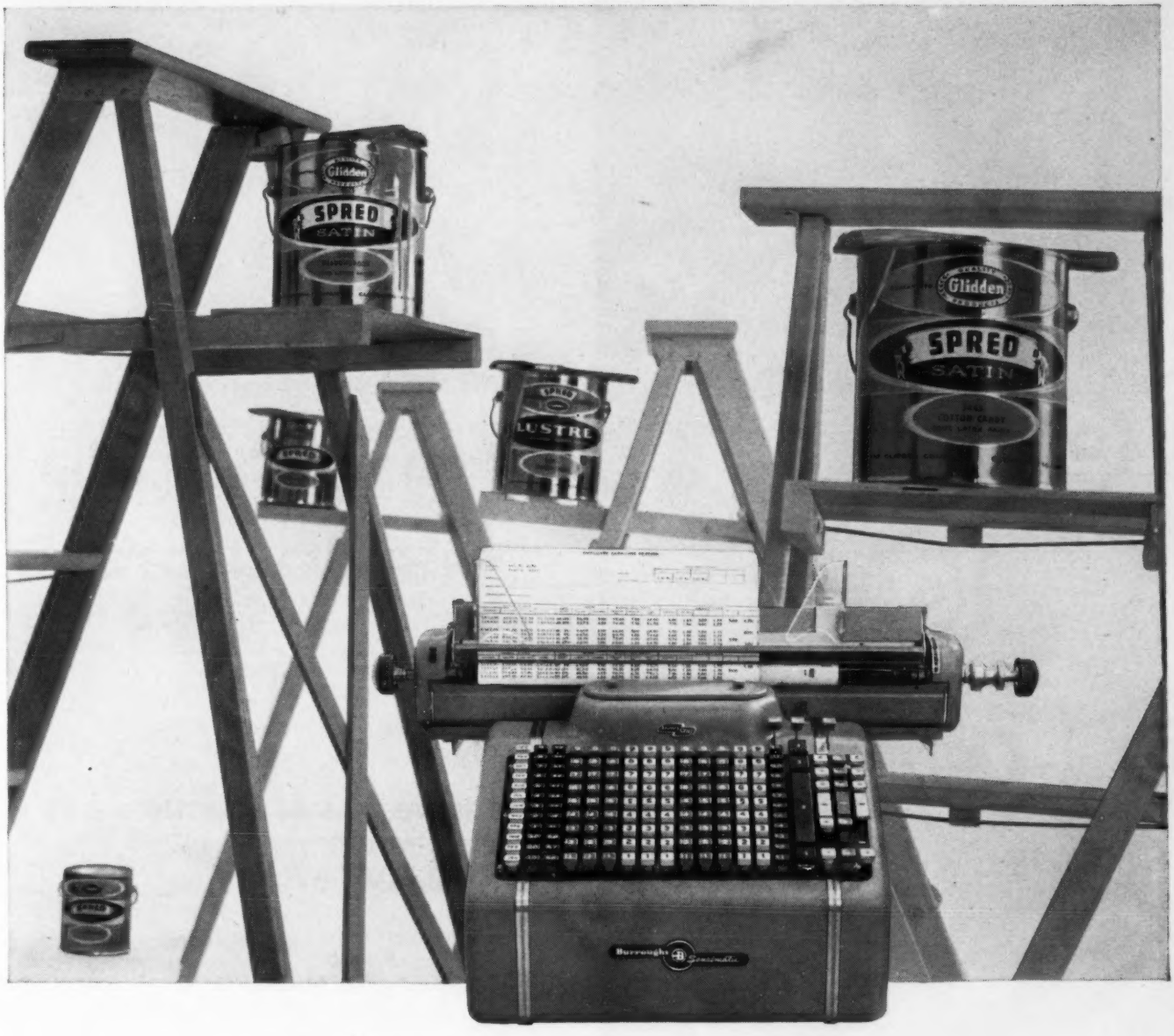
"When the parties are so situated that the buyer may reasonably rely upon the expression of the seller's opinion, it is no excuse to give a false one. And so it makes much difference whether the parties stand 'on an equality.'

"For example, we should treat very differently the expressed opinion of a chemist to a layman about the properties of a composition, from the same opinion between chemist and chemist, when the buyer had full opportunity to examine.

"The reason of the rule lies, we think, in this: There are some kinds of talk which no sensible man takes seriously and if he does he suffers from his credulity. If we were all scrupulously honest, it would not be so.

"But as it is, neither party usually believes what the seller says about his opinions and each knows it. Such statements, like the claims of campaign managers before election, are rather designed to allay the suspicion which would attend their absence than to be understood as having any relation to objective truth."

Vulcan Metals Co. vs. Simmons, 248 Fed. 853, New York.



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5 CASE REPORTS ON

How to train distributors

THIS ARTICLE DETAILS THE DISTRIBUTOR TRAINING PROGRAMS OF —

Bell & Howell Co.

Beltone Hearing Aid Co.

Fafnir Bearing Co.

Rudd-Melikian, Inc.

Esso Standard Oil Co.

At one of Bell & Howell's traveling training programs, two camera dealers study a transparent demonstration model of the B&H electric eye mechanism.

Distributor training has become a competitive necessity for many manufacturers. They find that by applying sound training action, they can dissolve costly clots in distribution channels and accomplish other profitable sales purposes. Here are five representative cases that show how it's done.

Good training for your salesmen is of limited value unless your distributors too are trained to keep your products moving.

Companies that accept this fact and emphasize sound distributor training usually get profitable results.

The traditional method of "training" distributors, *i.e.*, "wine 'em, dine 'em, tell 'em we're great," is fine as far as it goes. But it doesn't go far enough. And the effect wears off as soon as your competitor throws his next distributor party.

Distributors are businessmen. More than a pleasant night out and a pat on the back, they want help in making their businesses more profitable. From the manufacturer whose products they carry, distributors want information that will help them boost sales, improve service, cut selling costs. And they want a clear channel through which they can communicate problems and gripes back to the manufacturer.

For many manufacturers, distributor training has become a competitive necessity. Those programs now in operation vary widely in size, structure and cost. Some are packaged in the head office and travel nationwide; others are conducted in the main plant.

Distributor training programs vary most of all in their goals. Here are four detailed case examples showing how companies have developed and used distributor training programs to reach different specific goals. These cases will give you dozens of ideas that you can use to create and implement a distributor training program of your own.

CASE NUMBER ONE: *New way to push new products*

■ Bell & Howell Co.'s distributor training sessions are close to the traditional "evening out." B&H has kept much of the relaxation value, much of the whoop-and-holler. But these features have been harnessed to power a dramatic and concentrated presentation of new product information and key sales advantages.

"A tactical discussion of selling at the grassroots level," is the way Robert M. Clark, sales training director for Bell & Howell, describes his one-evening sessions.

Packaged in the company's Chicago headquarters, the school on its most recent tour traveled about 11,000 miles, covering 17 cities in 14 states from New York to California. It was attended by photographic equipment dealers and dealer salesmen.

The school is not in continuous operation; it is activated when the company is ready to push vigorously a new line of products. Here's how Robert Clark and his assistant, Robert Boint, presented Bell & Howell's 1958 line.

Each training program started with a dinner. Over the coffee cups, Clark welcomed his "students" and talked briefly about "the three necessary ingredients of successful salesmanship: enthusiasm, confidence and product knowledge." This much was traditional.

But when he turned to the new product line, the mood changed. The dealers found themselves not just in a pep rally but in a science classroom, watching demonstrations and technical analyses of the equipment, joining in experiments, even taking a quiz.

It was more fun than formidable. Blown-up photographs of detailed camera mechanisms were abstracted and posted on a felt

board for individual analysis. Boint climbed into a man-size model of an electric eye camera and acted out its operations from inside. The same camera—this time a real one—was used to hammer nails to prove its durability, and torn, crumpled film was fed through an 8mm projector in a dramatic demonstration of B&H's Auto Load mechanism.

Even the quiz was dramatic. Names of those present were drawn from a hat, and those selected were asked questions on the evening's training. Right answers won $5, wrong answers $1 — all in silver dollars.

Behind the fun was serious, intensive training; the dealers came away confident of increased sales.

CASE NUMBER TWO:
A manpower recruitment drive

■ Beltone Hearing Aid Co. set out in 1955 to increase sales 400% in five years. Franchised distributors represented a major obstruction to the goal. Here's why:

Distributors, although well informed about hearing problems and hearing aids, were less sophisticated about recruiting qualified sales personnel. But an increase in distributor sales manpower was essential to the expansion drive.

A Beltone salesman ("consultant") must be carefully selected and carefully trained. Because of the nature of the product—and because the purchase is often a family affair—he must have not only technical competence, but a matureness of tact, patience, stability and reliability. To find and attract such salesmen was the heart of the recruiting problem.

An attack on the problem was launched by Beltone's executive vice president, David H. Barnow, and the director of organization development, Dr. Verne Kallejian. Last year they set up a recruitment training school. Fourteen two-day conferences were scheduled in 12 cities—from Boston to Los Angeles, from Toronto to Fort Worth. Every Beltone distributor was invited; 95% came.

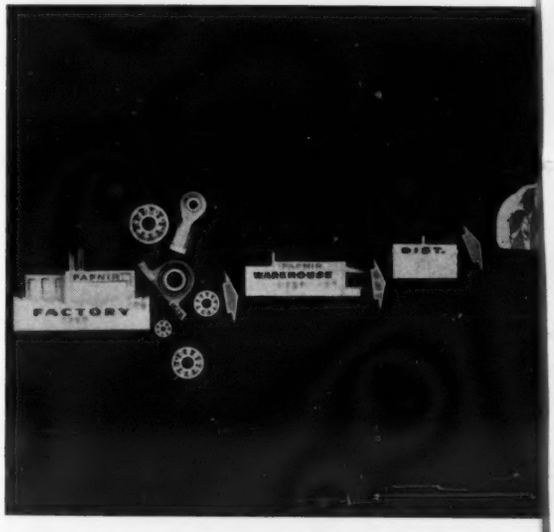
The school combined expert, pin-

SHOWMANSHIP CREATES IMPACT



Robert M. Clark, Bell & Howell's sales training director, uses showmanship to stir up enthusiasms among dealers. At left, a dealer is handed a flashlight with which to work camera's electric eye mechanism. At center, Clark explains diagram of mechanism. At right, he shows that quality and price equal value.

VISUAL AIDS ADD MEANING

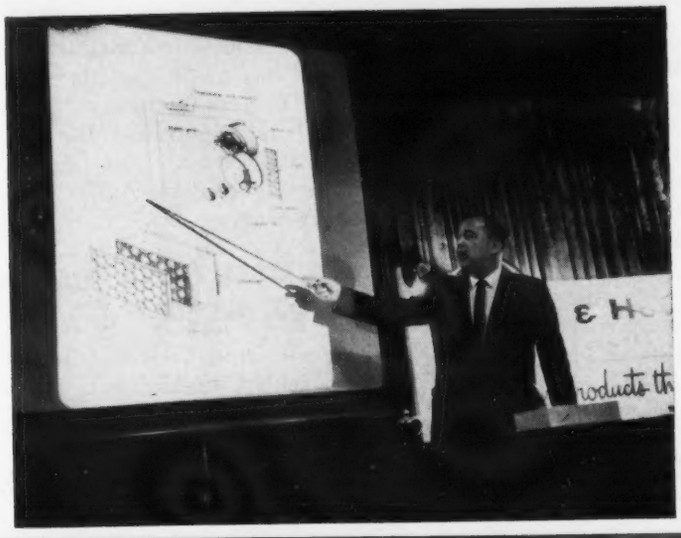


Ray Snow, instructor of Fafnir Bearing Co.'s distributor training school, uses flannel boards and dozens of other visual aids to add drama and meaning to the story he is putting across to distributors. Electric console on table (at right) gives him remote control of slide and film projectors, flannel board spotlight and general room lights.

TOURS WIN PRODUCT SUPPORT

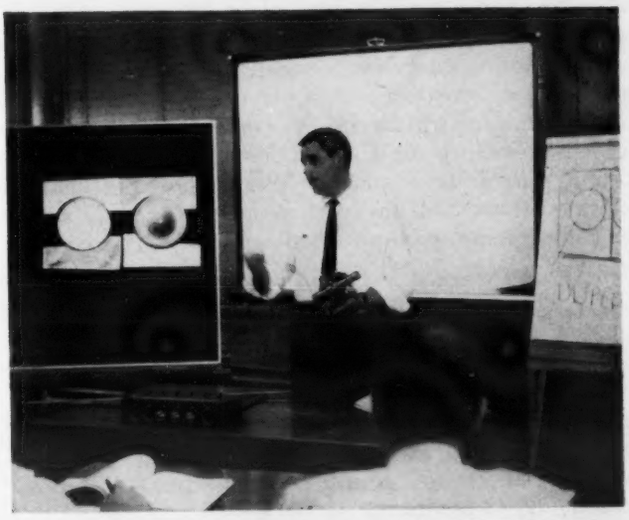


Rudd-Melikian conducts separate training programs for dealers, their salesmen and their servicemen. These pictures show dealers touring the plant to see how automatic coffee dispensers are engineered and made, how coffee blends are taste tested, and how ingredients are laboratory tested for quality.




QUALITY
PRICE


YOU
ANALYZE







pointed instruction with do-it-yourself practice sessions. This was the schedule:

First day. Barnow opened the school with a quick survey of the hearing aid market, its potential and how Beltone was gearing to meet increased sales. Kallejian then explained the basics of manpower management.

Preliminaries over, Kallejian signaled the main bout: a step-by-step study of recruitment procedures. This study was based on a copyrighted handbook which contained hints, samples, forms and check lists for recruiting, screening, interviewing, inducting and developing consultants.

The steps through to induction were traced the first day. Qualifications of a good salesman and the best means of recruiting him were developed in general discussions, with no lecturing.

To examine interview techniques more closely, the distributors played roles in impromptu interviews (original, follow-up and induction). Some distributors played themselves; others took the part of applicants, some well-qualified and eager, others pure deadbeats. There was a general discussion after each interview, and the first day was over.

Second day. After a quick review, the distributors talked over the manpower expansion program in relation to their own personal growth. Then, returning to their recruitment study, they exchanged ideas on developing salesmen — training, supervising and motivating them for peak production.

At this point, Barnow and the regional sales director took the floor to show how Beltone planned to support the distributors locally and nationally. Barnow introduced the new product line and the projected advertising schedule.

On the basis of these comments, the distributors met in "buzz sessions" — small groups stimulated to quick discussion with vigorous give-and-take — to re-evaluate the company's manpower program and their own place within it. They decided on individual growth commitments and, reporting these back to the main group, wound up the two-day session.

The company's goal had been a 25% increase in sales manpower. The result: a 35% increase in distributor commitments for additional personnel.

And the enthusiasm generated by the school had an immediate sales impact. The conferences started March 10 and continued through April 25, 1958. An all-time high in sales was reported in April — and topped in May.

CASE NUMBER THREE: *"Down to the nuts and bolts"*

■ Fafnir Bearing Co.'s distributor training school breaks two common rules of sales training. First, throughout the entire 2½-day session, it makes no pitch for Fafnir's own products, but concentrates on information that will help the distributor sell any manufacturer's bearings. Second, it not only admits that its products wear out; it gives detailed lectures explaining why and how.

This break with tradition lifted some eyebrows when the program was first announced. Now, in less than two years it has lifted the

(Continued on page 70)

DEALERS WANT PROFITS TOO

Beltone's distributor training program was designed to help hearing aid distributors recruit top caliber sales personnel. At left, Dr. Verne Kallejian, Beltone's director of organization development, introduces Joe Gonzaga, a mythical characterization of the ideal salesman. At right, David H. Barnow, Beltone's executive vice president, explains why good salesmen are the key to profits.





How to use customer opinion to sharpen marketing action

What are the weak links in your marketing plan? Your customers know—and they'll tell you if you ask them in the right way. This article describes a simple, tested way to get your customers to pinpoint the specific areas where you need sharper marketing action in order to outpace your competition.

by Fred H. Meyer

Management Consultant, Darien, Conn.



ABOUT THE AUTHOR

FRED H. MEYER is an independent management consultant with more than 10 years of experience in helping companies to solve marketing, organization and planning problems.

His Customer Appraisal Method, described in this article, has been used by a number of companies to get facts for more profitable commercial planning.

In addition to development of a factual approach to the definition of commercial problems, Mr. Meyer has provided sales counsel in marketing areas ranging from organization of the sales function, product diversification, market development to day-to-day sales management problems in sales compensation, branch office management, and salesman development.

Your customers know more about your marketing program than you do.

They can give you the critical knowledge of how your sales program shapes up against your competition.

There is a simple, tested way to obtain this comparison. It is called the Customer Appraisal Method. It's a low cost method you can apply yourself to locate the weak links in your marketing program.

Here, in a nutshell, is how the Customer Appraisal Method works:

1. Put together a list of all the specific facets of your marketing program on which you want your customers to rate you against your competition.

2. Select a representative group of customers to do this evaluation. Include both sales influencers and sales deciders in each customer company.

3. Interview these customers and ask them to rate you against your competition on as many as possible of the specific facets of your marketing program. Use an interview method that avoids favorable or unfavorable bias.

4. Tabulate the interview findings in such a way that they will reveal the strengths and weaknesses of your program.

Your own salesmen can conduct the customer appraisal interviews if necessary. Experience with the method proves, however, that the best results are obtained when persons other than salesmen do the interviewing, preferably persons who are not employees of your company.

Figure 1 shows the findings that one large industrial firm obtained when it used the Customer Appraisal Method. Over 150 customers interviews were conducted – with purchasing agents, engineers, production and maintenance people, and others in positions to influence purchase of the firm's products. Questions dealing with 50 different aspects of the firm's marketing program were asked. When the interviews were completed, the findings were tabulated on a percentage basis. The color bars under each

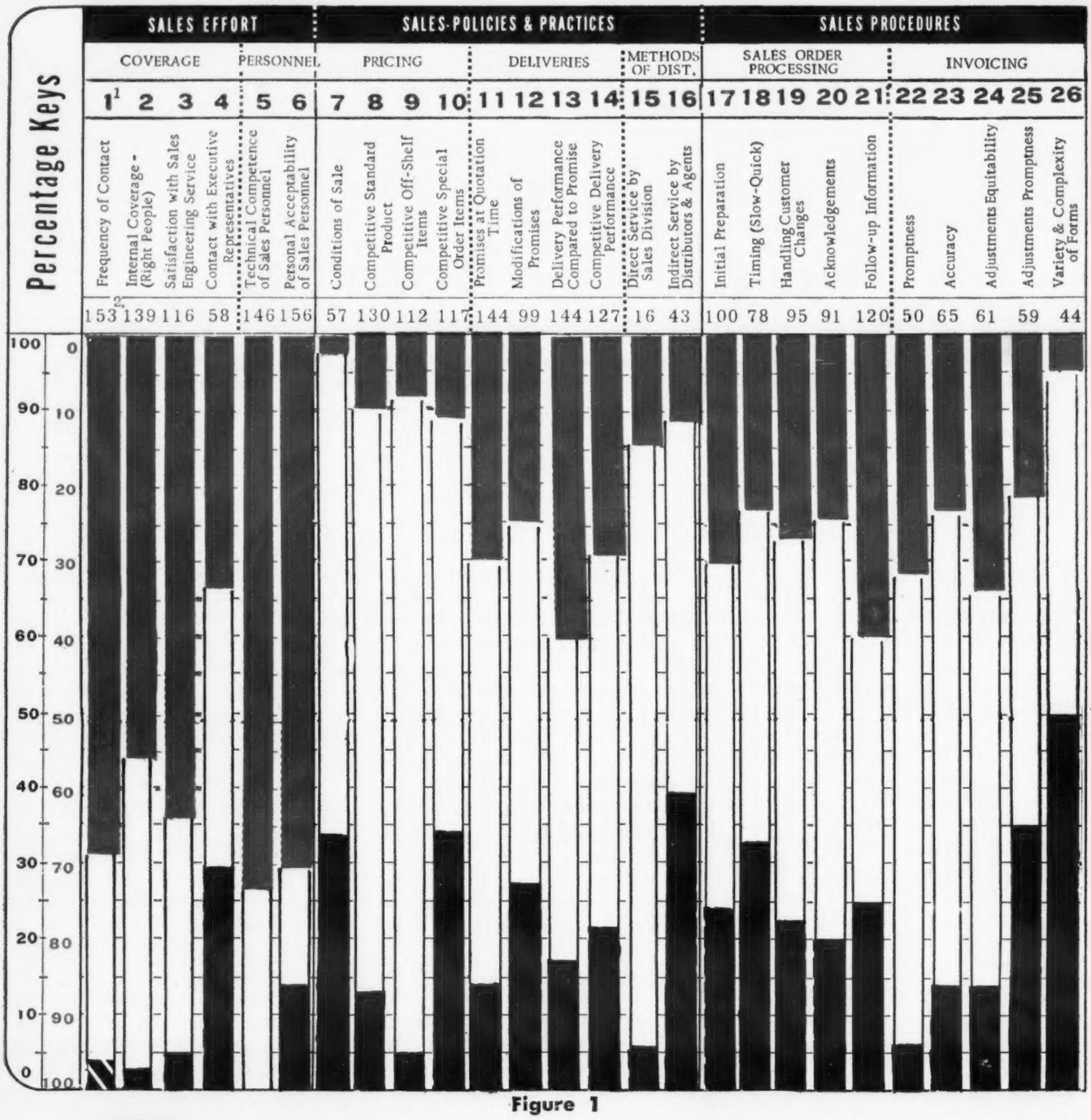


Figure 1

item in *Figure 1* indicate the percentage of customer contacts who said the company was doing a sales job better than its competitors; the black bars indicate the percentage who said the competitors were doing a better job; and the white areas indicate contacts who said the company was doing about as well as its competitors.

With this graphic presentation of customer findings, the company was able to see immediately which aspects of its marketing program needed more attention.

Before looking in more detail at how to apply this method, consider these results four companies got by using it.

CASE NUMBER ONE: *Better sales organization*

■ A midwestern manufacturer of electrical equipment had several highly technical product lines. Traditionally, every salesman was expected to sell every product in the line. The sales manager wanted to set up two product divisions so that salesmen could become specialists and provide better technical service to customers. He hesitated to make the change, however, because a few of his branch managers reported customers wouldn't stand for it.

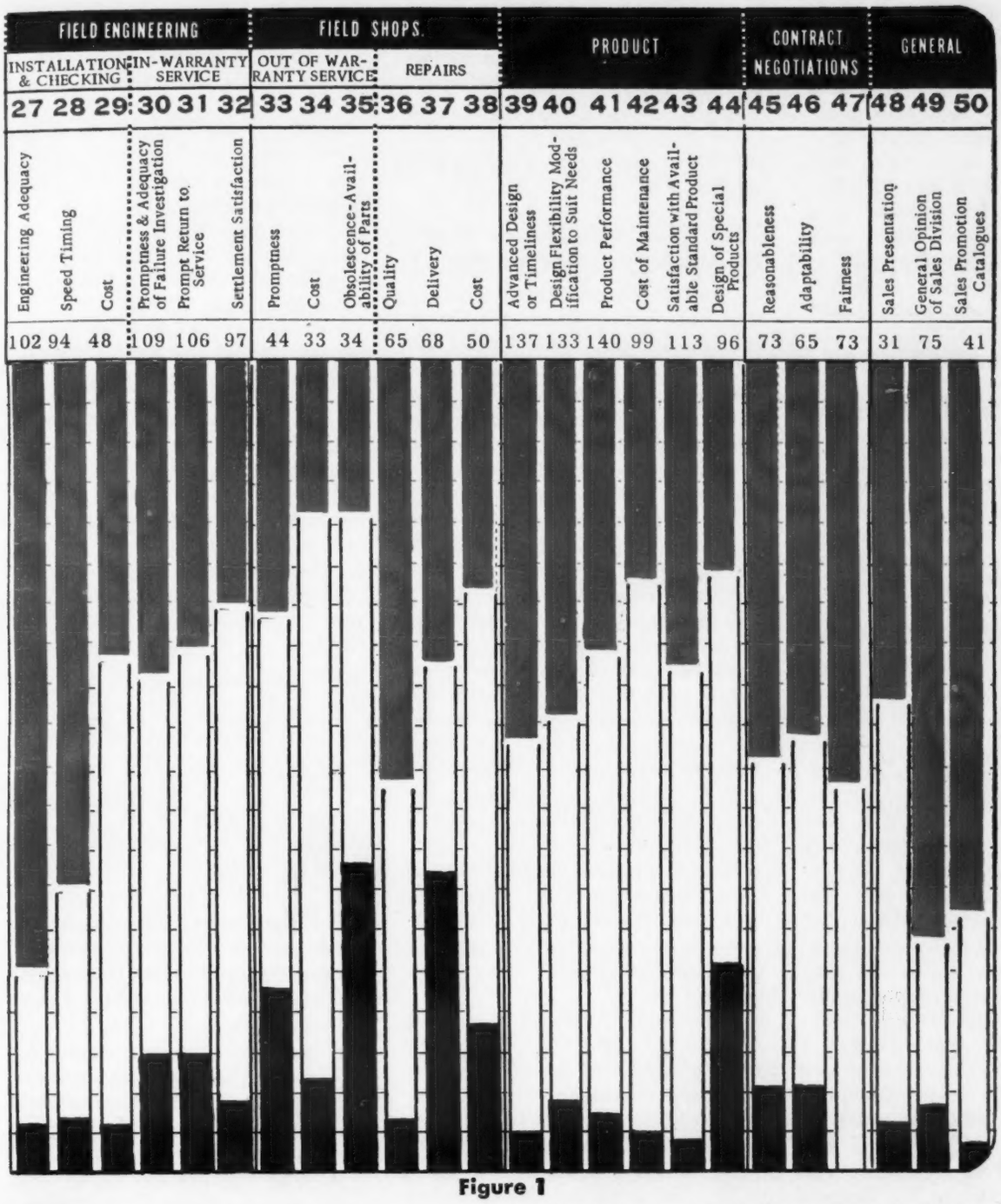


Figure 1

Company's sales job is not as good as competitors

Note 1: These numbers (in color across top of chart) correspond to numbers in the company's customer appraisal questionnaire. Note 2: These numbers (in black above color bars) indicate the total customer response to each marketing factor.

"Customers will object to more than one company salesman soliciting their business," said the branch managers.

The sales manager decided to test this opinion by using the Customer Appraisal Method. When the interviews were completed, he discovered that only 13% of his customers were against having two salesmen call; more than 28% said his sales engineering service was poorer than his competition's. A third of his customers said the competition had more competent technical sales personnel.

The sales manager concluded he would rather explain to a few customers how two salesmen could serve them better—than try to explain to the majority of his customers why his men weren't up to snuff on technical service and sales engineering know-how. He made the change to two sales divisions.

CASE NUMBER TWO: *Where to spend marketing dollars*

■ Sound information from customers can show where to spend marketing dollars for best results.

A firm in the compressor business had planned to budget marketing funds for additional field sales personnel. Before going ahead, man-

agement decided to listen carefully to the customers' opinion on the existing sales program. Group response from the customer appraisals revealed relatively high satisfaction with call frequencies and the professional ability of the sales staff. The customers said the technical competence of the existing sales force also was good when compared to competitive efforts.

On the other hand, customers gave this company black marks on sales procedures. Negative customer reactions centered around dissatisfaction with the slowness and inaccuracy of the company's sales order processing. Based on these facts, a switch in the sales budget allocations enabled the company to speed up the order handling weakness instead of spending funds in an area that already possessed high competitive strength.

CASE NUMBER THREE: *How to hit the sales target*

■ Several customer appraisals have helped management to find out how to improve sales policies and sales organization. Frequently, for example, companies miss sales volume goals when they use new distribution channels because they trip over old sales policies. Or they may favor time honored organization practices that are not adapted to the new selling job.

Such was the case with one company selling to both capital goods and original equipment markets. The company decided it should stress such future volume increases through emphasis on original equipment markets. Despite an intensive field effort, OEM sales did not spurt. Results from a customer appraisal showed why. The buyers had stronger negative reactions to OEM sales efforts than to capital goods selling in 33 out of 50 areas of marketing activity that were investigated. The strongest negative reactions were against sales procedures.

With this lead, sales management traced the bog-down of OEM business to over-all company policies and sales procedures. These were better suited to the more leisurely capital goods selling approach. The same policies and organization practices just weren't tailored for the OEM business where quick quotes, faster delivery promises and on-time shipments are the rule.

Both sales organization and commercial policies were revamped. The OEM sales group now moves faster on quotes, pricing and delivery and its sales now more nearly approach its targets.

CASE NUMBER FOUR: *How to balance a sales team*

■ Most top managements realize that today's buyer's market favors the firm that can do a balanced and coordinated selling job. It is not always easy to recognize the specific places where technical product development and production groups can help the sales curve upward. Appraisals by customers of the total marketing effort often show those spots where faulty coordination of sales with development and production are hurting.

Sales management in one company, for example, was never able to measure the value of the marketing contributions made by the company's production and technical groups. Consequently, it couldn't back up its requests for better integrated support on company-wide technical development and production problems.

Both general and production management, on the other hand, felt sure that the company was competitive on design service, promise dates, delivery performance and product quality.

Then the Customer Appraisal Method got at the facts. Customers commented on 39 factors affecting the company's competitive marketing position. There were few customers—only 9%—who said the company was sub-standard in those selling areas under the complete control of the sales department. These areas included activities like call frequencies, internal coverage, personal and technical competence of salesmen. There were more of the customer group—18%—who said the company wasn't competitive in areas like pricing, fast quoting, delivery promises and adjustment of warranty service. In these areas, the sales department had only partial control of the marketing activities. A much larger number of the customer group – 37% – rated the company's marketing performance inferior *in areas completely controlled by general, technical and production management.*

Because appraisals pinpointed the need for a balanced selling job, the company's program today provides for more integrated marketing. There is now increased attention focused on items like executive contact, invoicing accuracy, product development and other indirect marketing services. The company rediscovered that these, too, can produce orders.

HOW TO CONDUCT A CUSTOMER APPRAISAL

It's always easy to get outrageous praise from some customers and carping criticism from others. And even if you do get unanimity, it can be expensively misleading to find out, for example, that your customers think your deliveries are good—without discovering that they think your competitor's deliveries are excellent.

The facts you need

The important factors that cause customers to buy vary widely from industry to industry. However, most industrial firms find they win or lose sales depending on how well the company competes in areas like those shown as major headings in *Figure 1*, page 36. These include:

1. Sales effort. Contact frequency, right contacts, executive contacts, adequacy of technical representatives, personal acceptability of sales representatives.

2. Sales policies. Conditions of sale, pricing and pricing methods, competitiveness of promises and delivery performance, service policies and terms.

3. Sales procedure. Speed and accuracy of order preparation, order changes, acknowledgements, and follow up information. Accuracy and simplicity in invoicing, shipping and receiving papers and forms.

4. Technical service. Technical service to manufacturing, engineering aid to customer's design or development groups, adequacy of research assistance.

5. Product. Quality, product range offered, advanced development or design, performance, maintenance costs, and so on.

(Continued on page 69)

How to shorten the big odds against new product survival

If you have an idea for a new product in your mind right now, the odds are 500 to one that the product could never reach the market.

That is the national average on the mortality of new product ideas. In fact, national statistics prove that most new product ideas die an early death even when they are able to survive the obstacle course that leads to initial production. Of every 25 new products marketed, only one lasts for two years.

To battle such devastating odds would be a costly gamble, especially for the small company that cannot throw limitless resources into the game in hope of a future payoff. Yet most managers realize that new product development is a gamble they cannot avoid if their companies are to remain competitive and profitable in the future.

Fortunately, there are ways to shorten the odds greatly. For example, the Small Business Administration isolated 200 companies that have been repeatedly successful in launching new products. Of every five products marketed by these companies, one has become a big seller. That's dramatically better than the national average.

No mysterious or unique formulas are uncovered by a study of the methods used by these 200 companies. Study does show, however, that the most successful companies put major emphasis on the following specific aspects of their product development programs:

- They emphasize pre-testing of product ideas with customers.
- They perfect the product before it reaches the market.
- They make sure their timing is right.
- They confine themselves to those areas they know best.
- They think of the dealer's needs as well as the customer's.
- They design the package to do a six-fold job.
- They make sure they can afford to finance the product through to the break-even point.
- They continue to test customer and dealer reaction after the product is launched.

None of these ideas is new. But experience shows that proper atten-

You can't take all the risk out of the adventurous job of new product development. But if you do enough of the right things often enough, profitable new products are bound to result. Here are some humble but effective tips, based on the experience of firms with new product records dramatically better than the national average.

LET CUSTOMERS GIVE YOU PRODUCT IDEAS



tion to them can sharply reduce the odds against new product survival.

Here are some further tips, based on accumulated experience, that will help the small company develop new products at less risk and lower cost.

Get ideas from customers

■ Your customers and your salesmen are your best source of new product ideas. The man or woman who is using your present products knows better than anyone else what he wants in your future products.

Suppose a company makes shoe trees, but sales are lagging. The research department has been set to work to design a new shoe tree—one that is lighter, or cheaper, or made with a new material. Then someone gets the idea that perhaps customers can offer some suggestions for the new product. The sales force is instructed to be on the alert for new product ideas.

One salesman calls at a certain shoe store where the manager tells him that he isn't going to carry shoe trees anymore.

"Why not"? asks the salesman.

"Too hard to sell," replies the shoe store manager. "My customers say they can't be bothered with all that bending over to put shoe trees in their shoes at night. They say that by the time they take off their shoes, they're too tired. Now if you could come up with a shoe tree that didn't require any bending . . ."

The salesman sends a report of this conversation back to headquarters. The researchers listen to the report—and stop trying to develop just another shoe tree. They set to work to design a shoe tree rack that can be attached to a closet door so that the tired individual can simply slide his shoes on stationary shoe trees with an easy motion and without bending over.

Now the company has a new product with real sales appeal.

This hypothetical example is greatly over-simplified, of course, but the point is that the best ideas for new products often come from salesmen, dealers and customers.

Keep your sales force on the alert for new product ideas. Some companies use contests or bonuses to maintain a constant flow of ideas coming in from the field. Even if you don't get many ideas for new products, you are bound to get ideas on how to improve your present products.

DON'T GET STUCK WITH A POOR PACKAGE



Answer these questions

■ A new product idea may die a costly death because it was not backed by enough research or by the right kind of market research.

The more market facts you get, the smaller the new product risk. Experience shows that market research should be designed to provide detailed, factual answers to questions like these:

How big a market is there and which segments offer the most profit potential?

Is it a growing or declining market?

Will there be more than one use for the product?

Where is the market? Can present distribution channels be used?

Will there be many small customers or a few big ones?

What are the competing products and how much do they cost?

What price for the new product will return optimum profits?

What share of the market can you expect to get and hold?

Some companies have made the mistake of rushing into production too soon – before market research is developed and completed. One company developed a dramatic new clothes fastener. Initial research showed a promising market and the company rushed into production. Management soon discovered, however, that it had moved too fast. As the early market research had indicated, clothes manufacturers were indeed enthusiastic about the new fastener – but not enthusiastic enough to buy it at the high price at which it had to be sold. The fastener manufacturer had overextended itself to get the new product on the market quickly. When sales failed to materialize, the company was left in a crippled position.

Something of value

■ Your new product will be of little value to you unless it offers something of value to the customer – preferably something he cannot get now. Before going too far with a new product, you should be able to give a solid "yes" answer to at least one of the following questions:

Will this product provide something of value that does not exist now?

Will it replace a more expensive product?

Will its use be easier, safer, or more convenient? Will it save time or money?

A new toothpaste may appear on the market that is really new in name only. To give life to such a product, a huge investment in advertising and promotion is required. Very few companies can afford to spend that kind of money. If you

can't, your new products should contain a built-in reason for the customer to buy it.

Incidentally, don't overlook the new product's possible indirect value to your own company. For example, in addition to earning profits, can the product be used to build your company name, and thus sell more of your other products?

Dealer value

■ If the product is one that will be sold through distributors or dealers, don't overlook the dealer's interests during the planning stages. Before the new product can be sold to the dealer. He'll want to know, "what's in it for me?"

In many fields—food, for instance—wholesalers and retailers consider many new products just a headache. For the wholesaler, a new product may complicate his warehousing and distribution problems. For the retailer, the new product may mean just one more item to squeeze into limited shelf and display space.

To help businessmen determine the dealer value of new products, the research firm of Foster D. Snell, Inc. has devised a series of thought-provoking questions. Here they are:

Will this new product create additional volume for the dealer or will it merely cut into his sales of present products?

Will it help him sell additional related items?

Will it be so good that it will be easier for him to sell than competing products?

Will it be more profitable to dealers than existing products?

Will it have a longer shelf life? Will it be easier to display and handle?

Will it bring in new customers?

Will it be sold through new outlets and thus give present dealers unpleasant competition that they might resent?

The perfect package

■ Assume you now have a good new product. Preliminary customer and dealer reaction is favorable and you have identified a profitable market. One problem that remains to be solved is the product package.

Some companies emphasize the sales value of their package but give too little attention to the other packaging functions.

The experts say that the perfect package is one that satisfies six different groups: the packagers themselves, the shippers, the warehousers, the advertisers, the dealers, and the user.

The package should keep the product in perfect condition until the actual moment of use. Extensive research is often necessary to make certain the package will accomplish this purpose.

For example, a glue manufacturing firm developed a new liquid adhesive. It was decided to package the adhesive in a collapsible tube inserted in a box. The complete packaging operation was subcontracted to the lowest bidder. Soon after the product was put into distribution, wild complaints began to come in from wholesalers and retailers. Some of the tubes, they said, broke in the shipping cases during transit, causing an utter mess. A check showed that the packager was feeding too much adhesive into tubes that were too thin to hold it. As a result, the adhesive manufacturer had to recall all initial shipments, at significant cost in terms of both dollars and customer relations.

Adequate financing

■ One of the chief reasons for new product mortality is inadequate finance. The figures show that about 70% of all new products cost more to develop and launch than was originally planned.

The key question to answer is whether or not you are prepared to support the new product until it is able to support itself and return live dollars.

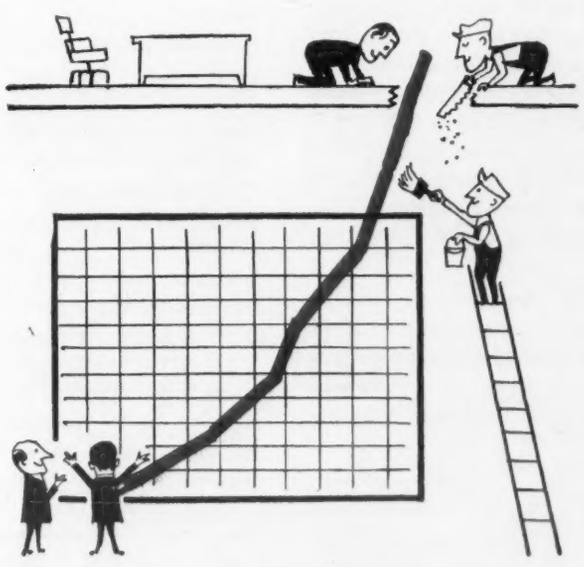
Sometimes it is necessary to figure on several years before the product is established well enough to support itself.

Pricing is commonly a key factor here. Can you price your new product competitively and recoup your investment within a reasonable period of time – or would another product pay for itself faster and thus involve a smaller investment and smaller risk?

Financial problems are often due

(Continued on page 66)

BE PREPARED FOR ALL EVENTUALITIES



How to purge your files of useless records

This company had to do something about its bulging, disorganized files, but didn't want to spend a lot of time and money on an improved records system. Management took a direct approach, asked for expert help, and got a simple, low cost system that eliminated 20,000 pounds of waste paper, sped fact finding, and offered absolute control. Here's how.

At Jefferson Electric, we purged our files of useless, costly records with a new method of records retention, reduction and control. The method is simple and logical; it could be adopted by any company with profitable results.

This new method relieved us immediately of 20,000 pounds of waste paper and speeded up work by an inestimable number of manhours.

The problem

Our records problem really began 43 years ago, when Jefferson Electric began. As the company grew, (from 20 employees to 1,300) letters, receipts and all the other kinds of paper that never get thrown out, accumulated according to the well known pattern. We never had time for a records retention plan. Records of minor consequence were piled in our fire proof vault while vital documents were stuffed into the unprotected storage area. A record hodge-podge developed that made fact finding a temper-trying task.

Finally, we decided we had to do something about it. But we didn't want to spend much money or get into an elaborate system that would take a lot of time and money to install.

The answer

Emphasizing these restrictions, we turned to a file equipment manufacturer (Diebold, Inc.) with the thought that it could provide us with some expert ideas and suggestions. The company willingly provided us with a records management specialist from its local branch. This person surveyed our problem in detail, then offered a proposal that was not only low in cost and easy, but designed to offer absolute control. Incidentally, the only equipment that the company suggested we buy from them to make the system work were some inexpensive steel transfer files, shelving and index card file segments.

The only difficult part of the undertaking was a review and count of our existing records. This was done for us by the filing equipment company's specialist. The examination identified records of specific value to the company and gave us a means of deciding how long each type of record should be kept. A complete retention schedule of every record type was then prepared and submitted for legal approval.

It consists of a 10-page indexed list of all our records specifying the period each type is to be retained.

Once we had separated the wheat from the chaff and knew how long we should keep important records, we established a simple indexing system. Here's how it works.

The indexing method

We control our files simply by "drawer units." This facilitates both finding and destruction. Material for storage is classified by department and destruction date, then assigned to pre-numbered drawers.

To index the contents of the drawers for easy finding, we use the record shown in *Figure 1.* It is prepared in duplicate for each drawer and the two copies are filed side-by-side on a double cardineer desk tray. On the left segment bar, the original copy is filed by department and then by contents.

This is the primary reference record used by the file room custodian to locate material in the files. On the right segment bar, the duplicate record is filed in numerical sequence by the drawer number. This is a cross-reference record.

The entire file is coded for destruction date by the simple device of printing the forms on different colored stock. Each of 10 colors represents a different destruction year. A white form is used to indicate permanent storage. Thus, when the file room custodian indexes a drawer of new material coming into the files, she selects the color form corresponding to the destruction year, thus automatically coding the system for destruction of records as signalled by the card color.

A suggested system for numbering each drawer for quick location, is the longitude and latitude method as shown in *Figure 2.* This method allows for future expansion

by W. S. Minter, *Treasurer*
Jefferson Electric Co.
Bellwood, Ill.

THE SYSTEM GIVES ABSOLUTE RECORD CONTROL

of the files either up or sideways.

Use the *number* code by row from the bottom up. Use the *letter* code by stack from left to right. Hence, the entire bottom row in the file room is the number one row; the entire first stack is the "A" stack. Each drawer thus has a combination letter and number code for finding.

How the system works

A department desiring to move records into storage makes a written request for the needed storage space. It is essential that the department making the request list the contents, lineal inches of the contents and the retention periods.

The file clerk receiving the request assigns available drawer space (23 lineal inches to a drawer). Records should be grouped as closely as possible by the destruction date in each drawer. The clerk prepares the index record in duplicate, selecting the color corresponding to the destruction year.

The clerk sends the empty drawers, with numbered labels, to the department with the material to be stored, and holds the index records in suspense until after the drawers return. When the loaded drawers return and are placed in their shells in the stacks, (*see Figure* 3), the index records are placed in the cardineer file. The original, which is the most active reference record, is filed alphabetically by department, by contents. The duplicate, which is the cross-reference, is filed numerically by drawer number.

The color-coded index cards afford an *absolute control*—with ease—over the destruction of records no longer wanted. When the time comes to purge the files, it's a simple matter to pull all the records of the same destruction year color from the file and initiate the destructure procedure. ■

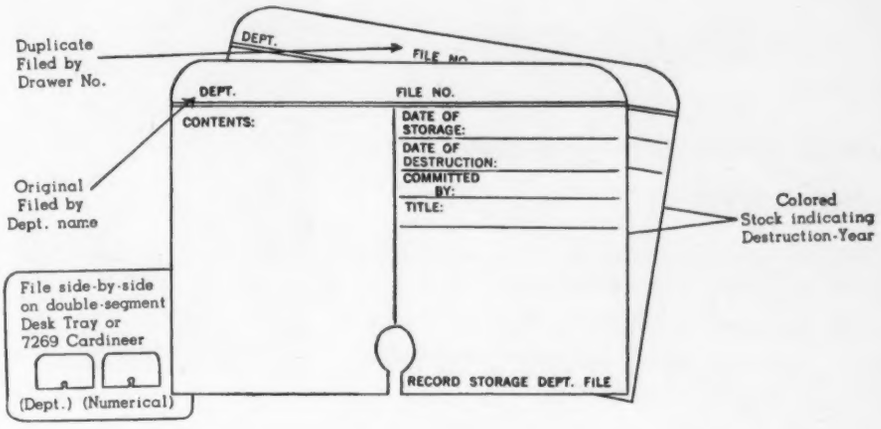


Figure 1

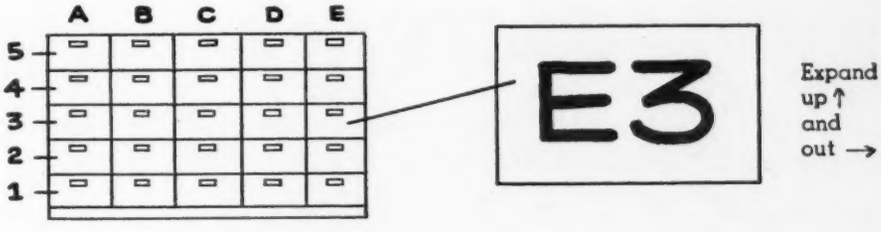


Figure 2

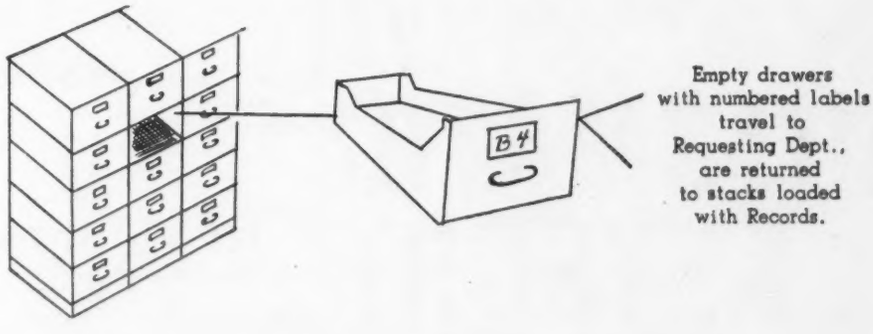


Figure 3





Keysort Data Punch simultaneously code-notches and imprints original records with required information for rapid mechanical sorting into desired classifications.



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NEW CONCEPTS IN PRACTICAL OFFICE AUTOMATI

How to save big tax dollars with a short term trust

by Samuel M. Lipp

Short term trusts offer you a way to reduce income taxes and estate taxes substantially. Such trusts accomplish other financial purposes too. And you don't have to relinquish your assets permanently. Here are the facts, pointedly illustrated by case examples.

Short term trusts save big dollars for the man in an upper tax bracket whose income is partly from securities.

The savings can be both in income taxes and estate taxes.

Short term trusts can be used for a number of varied financial purposes *(see box)*.

Short term trusts are also known as reversionary trusts and 10-year trusts. They are provided for in Section 673 (671687) of the 1954 Revenue Act.

Under provision of the law, a person can reduce his tax income from securities in this way:

1. Set up a trust for another person, designed to run for a minimum of 10 years, or until the death of this beneficiary.
2. Transfer income-producing securities to the trust.
3. Regain possession of the securities at the termination of the trust period. Using this method, the tax on income from securities can be shifted from the highest level of your personal income to the lowest tax bracket.

More details follow on the re-

PURPOSES OF A SHORT TERM TRUST

By relinquishing possession of income-producing securities for a temporary period, short term trusts can be used for tax savings and for such purposes as these:

1. To create educational funds for children.
2. To create independent estates for family members.
3. To provide for the support of relatives.
4. To provide funds with which your child can buy out a deceased stockholder's interest in your business.
5. To replace estate shrinkage due to the loss of the marital deduction in the event of your wife's death.
6. To provide funds with which to create a suitable insurance umbrella for your family.
7. To provide retirement income for yourself and your family.

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quirements of short term trusts, but first consider these hypothetical examples of how the method can be used.

An executive, age 50, has combined income that places him in the 50% tax bracket. He sets up a short term trust for his wife, designated to run for 15 years. He transfers $50,000 in securities to this trust. The securities are averaging a return of 5%, or $2,500 annually.

The designated trustee purchases a retirement income insurance policy upon the life of the man's wife. The trustee receives the standard $100 tax exemption on the trust and pays a tax rate of 20% on the balance of the trust income, or $480 in taxes annually.

During the 15 years the trust remains in existence, the tax totals $7,200. If the securities had remained in the executive's own portfolio, the tax at his 50% rate would have been $18,750. Thus, by simple use of a short term trust, the executive has saved $11,550 over a period of 15 years.

To finance education

Consider another example. This hypothetical executive is in the 30% tax bracket and has two young sons. He is concerned by the rising costs he will face in financing a college education for his sons. Then he considers the fact that infant children may have an unlimited investment income and still remain taxable dependents of their parents from a tax point of view, provided their own investment income is not used to support, educate or maintain the children. The executive decides on this action:

First, he buys an educational endowment insurance policy for each child at an annual premium cost of $600. He gives a policy to each child as a gift.

Second, he establishes a short term trust for each child, and transfers to each of the two trusts securities that will earn income of $700 annually. The trusts provide that the trustee is empowered to use income from the trusts to pay, on behalf of the children, any premiums for insurance on the life of the children.

The results of this action are obvious. Without the short term trusts, the executive would pay a 30% tax rate on securities income of

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$1,400—or $420 annually. By establishing two short term trusts, there is no taxable income, as these figures show:

Two short term trusts

Securities income	$700	$700
Personal deduction	600	600
Trustee exemption	100	100
Taxable income	none	none

Over a 10-year period, the tax saving in this case is $4,200. If the executive were in the 50% tax bracket, his saving would be $7,000.

Here is one more quick example. This executive is helping to support an elderly relative. He contributes $2,000 annually for her support. This income is taxed at his highest level. But if he establishes a short term trust, using income producing securities, the income will be paid out to the relative and she will receive a 10% standard deduction and a $600 personal exemption (or more if over 65 or blind, etc.). Upon the death of this relative, the trust terminates and the principal is returned to the executive.

All but endless uses

As these cases indicate, short term trusts can be used in an all but endless variety of ways. For example, such a trust can be used by the executive who lives just within the limits of his income and feels he cannot afford the insurance he needs to adequately protect his family. With a properly prepared trust, the tax savings can often fund a substantial insurance program.

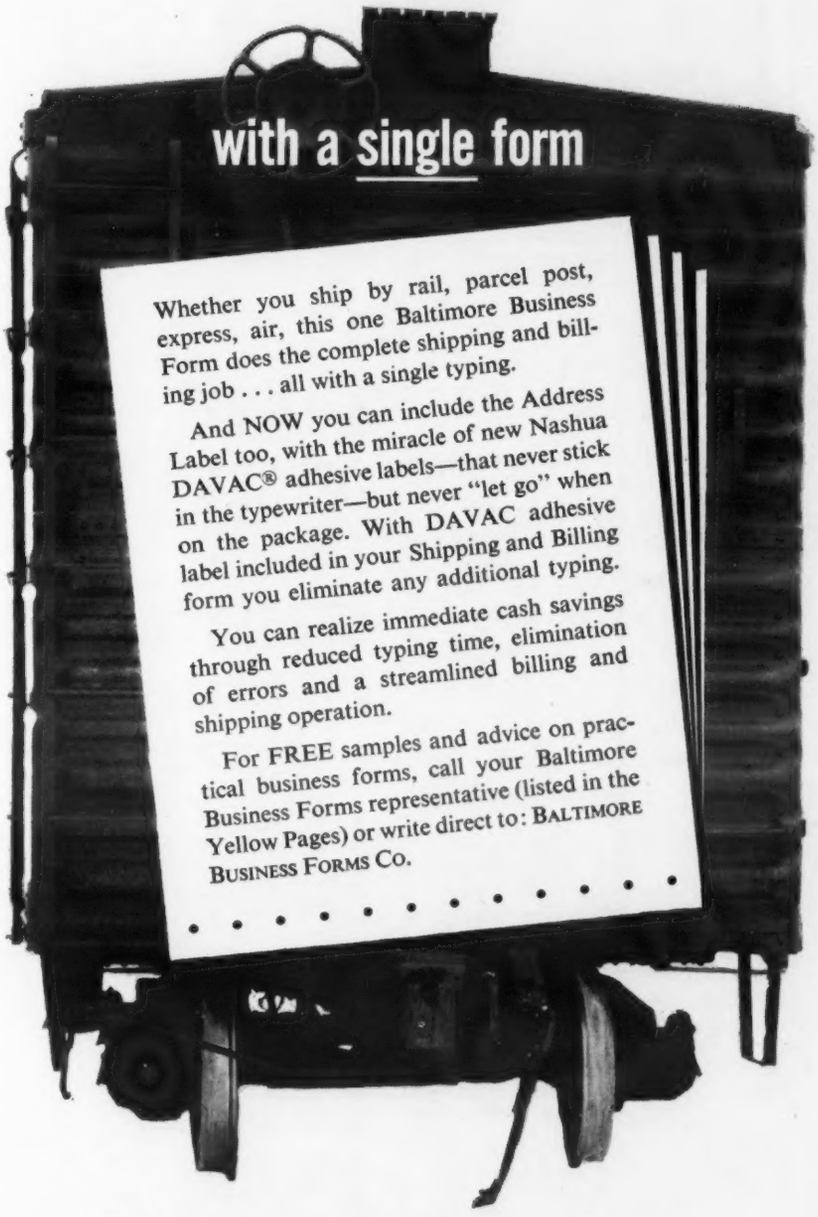
The key fact about short term trusts is that income is removed from a high tax level and taxed at a low level. If the income from the trust is paid out, the beneficiary receives a 10% standard deduction plus a personal exemption of $600 or more. Even if the income is accumulated and not paid out, the trustee receives a $100 exemption.

If trust income is distributed to the grantor's wife, there is no tax savings.

In some trusts, best results are obtained by accumulating income, in others by distributing it. In some cases it makes little difference whether income is accumulated or distributed—as in the case of a child whose income from trusts exceeds his personal tax exemption.

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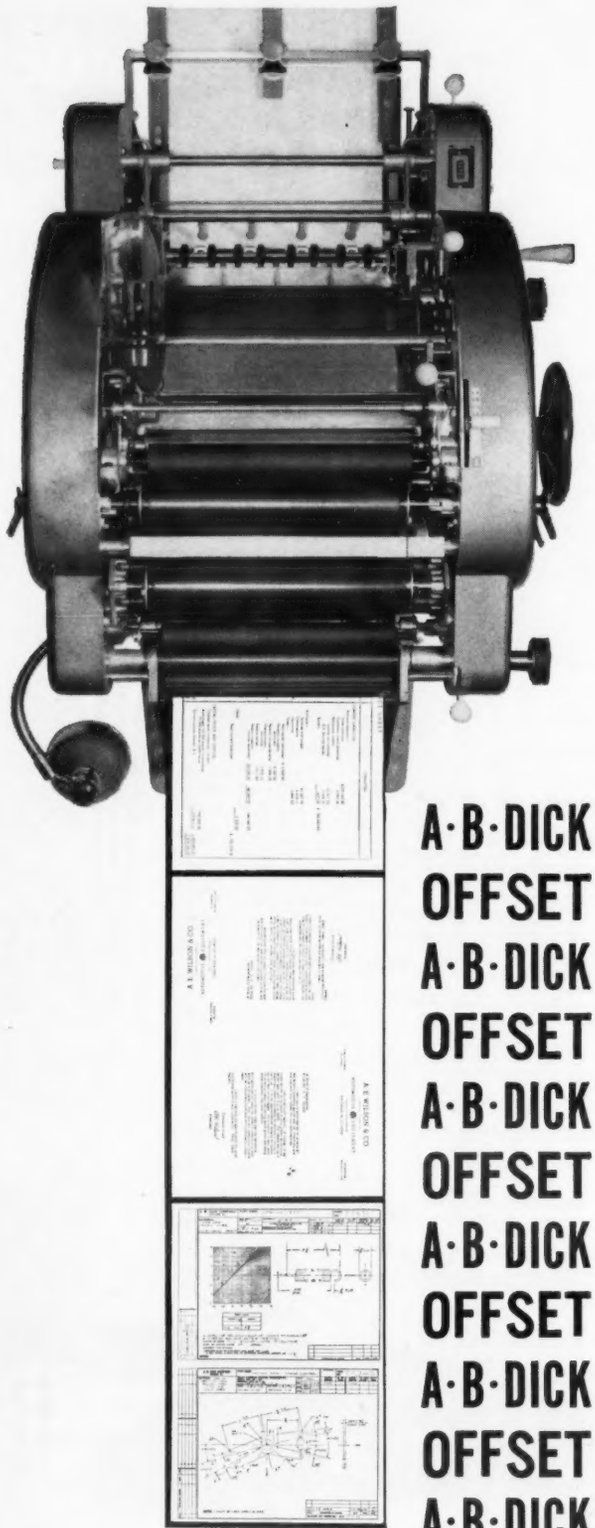


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Stop worrying
about forgetting deadlines



Newest visual control keeps schedules current

Schedule, machines, IBM equipment, jobs, orders, deadlines, etc. by writing directly on Mylar sleeve. One Rol-a-chart keeps track of 80 items for 84 hours, 12 weeks, or 12 months. Nothing can be overlooked as each deadline moves up to the present.

No matter what controls you now use or contemplate
SEND FOR FREE LITERATURE
with actual size trial chart area.

Rol-a-chart T.M.
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A·B·DICK OFFSET
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Please send full information about the new A. B. Dick Model 360 offset duplicator.

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(Circle number 113 for more information)

short term trust may run is 10 years. It may be extended for additional periods of 10 years or more. The maximum length of time is for the length of the life of the beneficiary. This is significant where elderly beneficiaries are concerned.

There is one exception to the 10-year minimum for a short term trust. When a charity is named as beneficiary, a trust may be created for as short a time as two years.

The trust must be established in such a way that the grantor does not retain powers of beneficial control. If he does, the income of the trust will be taxed to him. Such income will also be taxed to him if it is used for the support, maintenance or education of his child, or if it is used to pay insurance premiums on his own life.

Short term trusts should, of course, be planned and drawn only with the help of competent counsel.

Gift tax exemption

One important feature of short term trusts is that they qualify for the annual gift tax exemption of $3,000 per person, as well as the life-time exemption of $30,000. For gift tax purposes, the gift is not considered to be the principal that is temporarily granted to the trust, but the right to receive the income from the principal. Government tables determine the actuarial values of these rights. For example, the value of a gift of $10,000 for a 10-year trust is $2,911. The value of a trust of $10,000 for 15 years is $4,031.

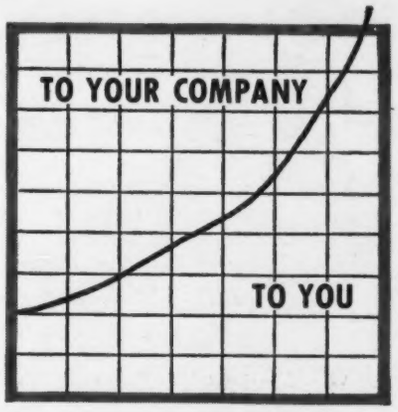
Additional property may be added to these trusts up to 10 years of their termination.

In the event of the death of the grantor of a short term trust, the reversionary right to the principal in the trust is considered an asset in the grantor's estate. The extent of value depends upon the period of time the trust has yet to run, and is determined by government tables. For example, if a trust has been set up to run for 15 years and eight years have elapsed at the time of the grantor's death, the reversionary value would be the value of the principal multiplied by 78.5991%.

Here is one final example of the use of short term trusts.

(Continued on page 50)

PROFIT$



In Mid-America's famous
CHICAGO SEMINAR
March 23 to 26
Conrad Hilton Hotel
Chicago

15 top-name (practical minded) experts will give you *proven ideas* —ideas geared for immediate use to supervisors and managers in:

- **office management**
- **personnel**
- **accounting**
- **systems & procedures**
- **industrial relations**
- **machine accounting**
- **purchasing**

The 16th Annual CHICAGO SEMINAR is cosponsored by the Chicago Chapter of the National Office Management Association and Northwestern University, and is also held concurrently with the BUSINESS SHOW—a gigantic display of all the latest office equipment and electronic office machines.

Clip and mail to OMAC, Dept. MM-3-59
Office Management Assn. of Chicago
105 West Madison St., Chicago 2, Ill.

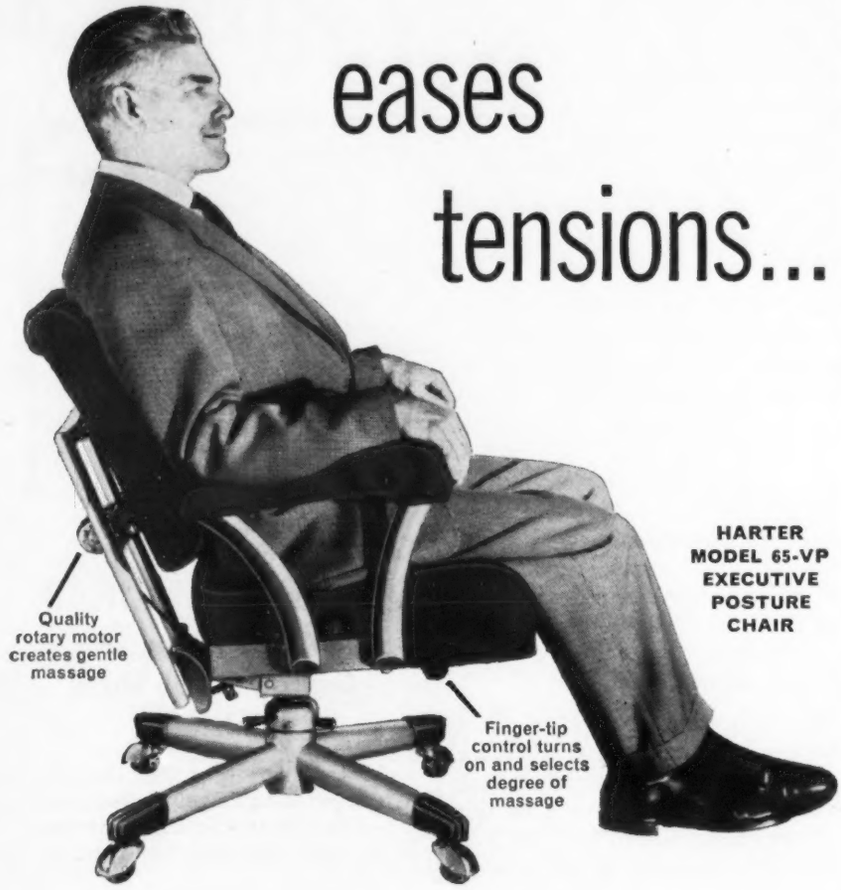
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(Circle number 152 for more information)

NEW RELAXING MASSAGE IN THE PRESIDENT'S CHAIR

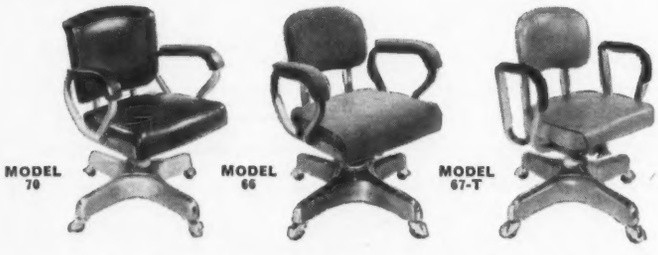
eases tensions...



relaxes you... refreshes you

Tensions . . . decisions . . . deadlines got you all tied up in knots? Just lean back in a Harter 65-VP Executive Chair, select the Swedish massage action you prefer and relax. Cool, extra-deep foam rubber cushions in seat back and arms transmit massage, gently relieving tensions. In a few minutes return to your work refreshed and alert. The bigger your job, the more you'll appreciate this chair.

With the massage turned off, you have the aristocrat of all executive posture chairs. Five controls fit the 65-VP to you. Nothing has been spared to make the Harter 65-VP the finest. Write for illustrated literature.



Massage action also available in the Harter chairs on the left. Each is a top value in its price range.

HARTER CORPORATION • 306 Prairie • Sturgis, Michigan

HARTER POSTURE CHAIRS

(Circle number 118 for more information)

A manufacturer, age 35, has a wife, age 30, and three children, ages eight, five and one. For several years he has made gifts of stock to his wife. His present combined income is taxed at a rate above 50%.

The wife purchases three insurance policies on the life of the husband at annual premiums of $600 each (each policy approximately $25,000 preferred whole life). She makes a gift of one policy to each child. Then she creates three short term trusts and transfers to each trust an amount of her stock yielding $700 annually, or $2,100 total. The trusts are drawn so that the trustee is instructed to pay the premiums on the insurance that the child owns on his father's life.

These trusts are 100% tax free. Without such trusts, the tax on the $2,100 annual income would be $1,050, or $10,500, for 10 years. Yet if the father dies, each child will have a $25,000 insurance estate, completely tax free.

In one sense, therefore, this use of a short term trust offers a possible double tax exemption for each dependent child. The savings in income taxes financed a completely tax free insurance estate for the benefit of the children. When the trust terminates, the policies remain as property of the children.

There is no limitation on the number or variety of trusts a man can establish. Each trust is entitled to $100 basic exemption.

The use of the short term trust is not tax evasion. It is legal and proper to enjoy the benefits offered in the laws. If a man fails to take advantage of his rights, he pays higher taxes. It is as simple as that. ■



ABOUT THE AUTHOR

Attorney Samual M. Lipp is an insurance consultant with the Metropolitan Life Insurance Co. He specializes in problems of tax and business insurance in the field of estate planning. He has been with Metropolitan since 1937, and holds the degree of Chartered Life Underwriter.



NOW! the "GENERAL" . . . revolutionary all new high-speed punching machine

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gs PRESTIGE BUILDING, MONEY SAVING GBC PLASTIC BINDING within the practical reach of all organizations



You are an eyewitness to a remarkable change in office binding methods for in the span of a few years GBC Plastic Binding has become accepted as the modern way to bind catalogs, reports, manuals . . . all types of literature. The many advantages (pages lie flat, turn easily . . . handsome, attention compelling appearance . . . longer life . . .) add up to outstanding benefits for all types of organizations. Now, the GBC "GENERAL" . . . a research and engineering triumph . . . gives you the ultimate in electric paper punching for GBC plastic and loose leaf binding. The "GENERAL" costs no more than an electric typewriter . . . occupies comparable space . . . gives you a convenient, easy to use machine for the plastic binding of one book—or a thousand books! Anyone can operate . . . no training is necessary . . . simply plug into any outlet and the "GENERAL" is yours to command! Power packed performance is as thrilling as its stunning design would lead you to expect. Enthusiastic users hail the "GENERAL" as the necessary heart of any "in plant" binding department.

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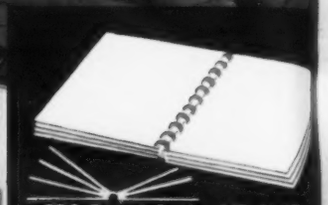
Another GBC Engineering and Design Achievement



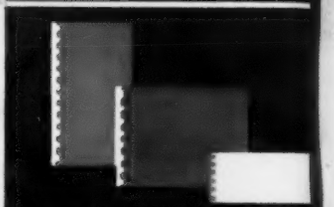
An All-New, All-Electric GBC Plastic Binding Machine

You can increase your office efficiency and "go automatic" with the amazing new GBC 16 EB Electro-Binder. Here is the ultimate in modern plastic binding — a touch of the toe and quickly, smoothly, automatically the plastic binding is open—insert material—another touch of the toe and like magic—the binding swiftly closes and the book is handsomely bound. Yet, unbelievable as it sounds, the cost of the GBC Electro-Binder is comparable to previous manual binding equipment. Is completely simple, positive, fool-proof, and compact . . . beautifully styled and designed. The sensational new 16 EB Electro Binder, like all time proven GBC equipment, is dependable and guaranteed for lifetime performance. Speeds up your binding operation—reduces fatigue—cuts time and costs drastically. Anyone can operate. Truly, the 16 EB makes plastic binding as simple as inserting paper into a typewriter. Here is the closest thing yet to automatic plastic binding. Ask for a demonstration. You'll see for yourself!





GBC Bound Books LIE FLAT, pages turn easily



Bind ANY SIZE—ANY LENGTH



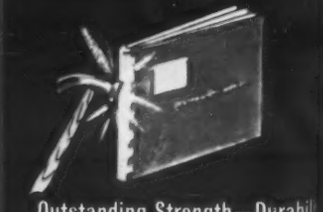
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Amazing new book reveals the many applications, benefits, and money saving advantages of modern GBC Plastic Binding.

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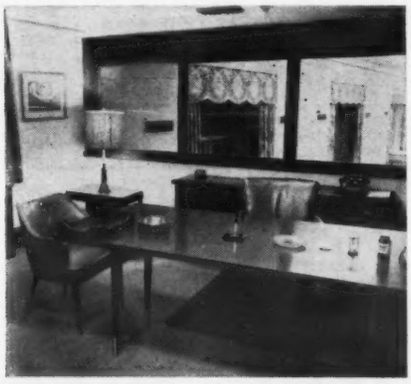
Thought starters

OFFICE REMODELING

Move on the double without disruption

Kidder Peabody & Co., New York City investment brokers, needed more space and needed it fast. Offices were already scattered on various floors at two locations—the Stock Exchange Building and 20 Broad St.

Renting quarters in a third building seemed to be the only answer.



Converted balcony is answer to space needed for series of executive offices.

However, when General Desk Co., New York City, was called in to study the problem, it found a more convenient and less costly answer to sorely needed space.

In short order, a little used balcony was converted into offices for 35 executives. In all, a total of 105 people were relocated. The whole complex job of complete remodelling, reshuffling of personnel and actual moving was accomplished over the weekend, without disrupting the quick pace of investment operations.

Well-instructed crews performed their tasks of tearing down and rebuilding rooms, installing commu-

Mailing mistakes cost more!

With postal rates now up 33⅓ per cent, you can't afford an inaccurate mail scale. If the scale overweighs—at 4¢ a letter—it can lose you a lot of money in a year. If it underweighs, and your mail arrives "Postage Due," the recipient must pay the extra postage—and you lose in company reputation and good will.

Get a Pitney-Bowes mailing scale that's dependable, saves postage, avoids embarrassment.





Every PB scale is precision built, to stay accurate. It acts fast, gives you exact register. Chart markings are widely spaced, never leave you in doubt. Figures are large and easy to read. Weighing mail is faster and easier.

There are PB scale models for every office, large or small, including a parcel post scale of 70 lb. capacity. Ask the nearest Pitney-Bowes office for a demonstration, or send coupon for free illustrated booklet.

FREE: *Handy desk or wall chart of latest Postal Rates, with parcel post map and zone finder.*

PITNEY-BOWES Mailing Scales

PITNEY-BOWES, INC.,
4576 Walnut St., Stamford, Conn.
Originator of the postage meter...offices in 121 cities in U. S. and Canada.

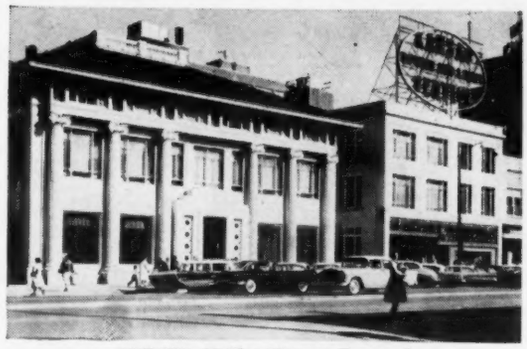
PITNEY-BOWES, INC.
4576 Walnut Street
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Send free booklet ☐ *rate chart* ☐

*Name*_____

*Address*_____

(Circle number 155 for more information)



OFFICES OF The Kansas Power & Light Company, Topeka, Kansas.

H. F. SCHUSTER, Supervisor Machine Accounting.

EMPLOYEES find Nationals extremely easy to operate.

"Our *National* System

saves us $25,000 a year...

returns more than 76% annually on investment."

—The Kansas Power & Light Company, *Topeka, Kansas*

"Our new National System has produced savings far greater than we had anticipated," writes H. F. Schuster, Supervisor of Machine Accounting for The Kansas Power & Light Company. "Since installing National wired adding machines and punched tape recorders in sixteen of our principal offices, we have reduced labor costs, cut accounting time, postage and paper costs, and greatly reduced errors.

"The accuracy-insuring features of our National System enable us to reduce reported billing errors to an average of only six per month in billing over 220,000 customers and making more than 285,000 calculations. With the National punched tape, manual key-punching and verification of cards are eliminated—resulting in time and money savings of approximately $20,000 a year.

"We have also found that mailing the lightweight NCR punched paper tapes from our branch offices to the main office (instead of the previous heavy transmittal cards) saves us approximately $5,000 annually in postage.

"We figure our National System saves us at least $25,000 a year . . . returns more than 76% annually on our investment."

Supervisor of Machine Accounting for The Kansas Power & Light Company

Your *business, too, can enjoy the increased efficiency and economy made possible by a National System. Nationals pay for themselves quickly through savings, then continue to return a regular yearly profit. National's world-wide service organization will protect this profit. Ask us about the National Maintenance Plan. (See the yellow pages of your phone book.)*

*TRADE MARK REG. U. S. PAT. OFF.

National*

ADDING MACHINES • CASH REGISTERS
ACCOUNTING MACHINES
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THE NATIONAL CASH REGISTER COMPANY, Dayton 9, Ohio

1039 OFFICES IN 121 COUNTRIES • 75 YEARS OF HELPING BUSINESS SAVE MONEY

(Circle number 128 for more information)

nications, air conditioning, lighting, sound proofing, furnishings and decoration all in just over 40 hours.

VISUAL AID

Vest pocket visual aid Kit has many uses

Filmcard Vue-Dex system is a new sales aid which combines color transparencies mounted on cards imprinted with any message or illustration. This visual selling device comes complete with a collapsible viewer. No other equipment need be carried to make a sales presentation.

The carrying kit, the size of a wallet, will accommodate up to 100 cards plus the viewer. Designed by the Taylor Merchant Corp., the Vue-Dex cards can also be used as self-mailers, order forms, questionnaire or return reply cards. They can also be adapted for use with any data processing system.

For a sample packet containing a viewer, a visual sales card with color transparency, the carrying case and descriptive data, circle number 302 on the Reader Service Card.

NEW PRODUCTS

New recorder imprints both payroll and job time cards

Since the new 4,000 Series Lathem Time Recorder prints along the edge of a form, it serves for both payroll and job time recording.



New time recorder can be placed on desk or mounted on the wall.

Choice of registrations offers standard or continental hours, with day of week or month and date, with minutes, tenths or hundredths of an hour. Registration can be activated manually by push plate or automatically on card insertion.

The engraved type wheels carry a lifetime guarantee and the complete unit has been Parkerized against rust. The steel case has a grey non-glare finish.

To make it more functional, the new 4,000 Series Lathem Time Recorder features an oversized flush clock with curved unbreakable crystal. Clock hands are red for greater visibility.

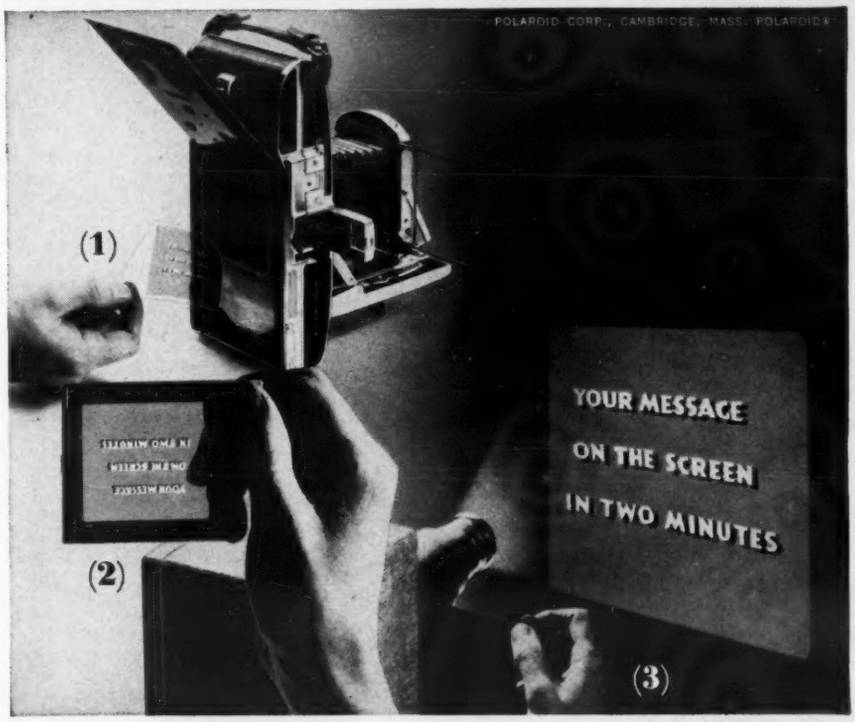
For more details, circle 266 on the Reader Service Card.

New Bell telephone combines outside and internal system

"Call Director" is a new Bell telephone that has both a standard dial for outside calls and a push-button system for interoffice use.

With this space-saving unit, a touch of a button can connect other office phones, arrange a conference or add on other extensions to incoming calls. Push buttons light up to indicate incoming calls, lines in use and "hold" calls.

Two models are available—one with 18 push buttons, the other with 30 buttons. Compactly styled,



(1) Snap it . . . see it! (2) Slip it into a mount, and (3) project it as big as you want.

Polaroid Corporation Announces

QUICK, EASY WAY TO MAKE SLIDES

Now with a standard Polaroid Land Camera, you can make slides for Sales Meetings, and project them immediately.

Polaroid Corporation has perfected a film which produces black-and-white slides right in a *regular* Polaroid Land Camera. Just click the shutter and two minutes later you have a slide ready for projection.

These on-the-spot slides can help you tell a picture story to everyone—prospects, existing customers, the field selling force, management. A versatile Copymaker is available to make slides from any text, existing photographs, charts, graphs or titles. Or, if you wish, you can take the camera into the field to photograph products, displays, and other material.

Two sizes are available—2¼ x 2¼, and 3¼ x 4 for use in existing "lantern slide" projectors.

These slides cost about ⅓ as much as conventional slides. But the real saving is in the time and effort that it takes to put any picture on the screen. Send in this coupon for detailed information, plus booklet, "On Your Feet," loaded with hints for your next speech.

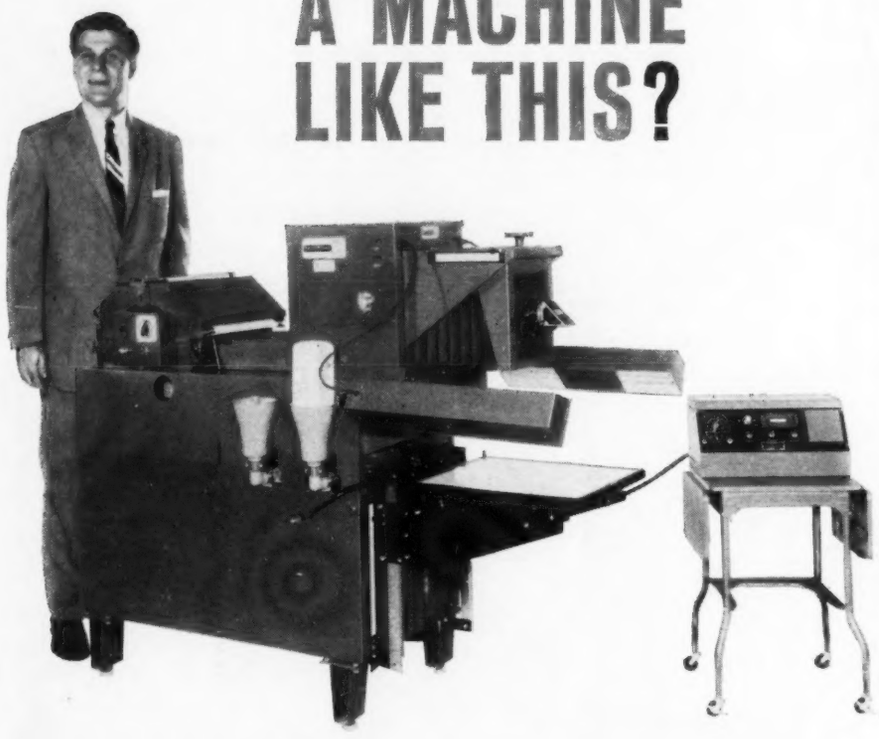
Polaroid Corporation
Dept. MM-3, Cambridge, Mass.

Please send me detailed information on the new Polaroid transparency system.

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CITY_____ ZONE_____
STATE_____

(Circle number 134 for more information)

WHEN SHOULD YOU BUY A MACHINE LIKE THIS?



Photostat® Photographic Copying Apparatus, Junior Continuous A, one of 3 models ideally suited for volume "in-office" photocopying.

All the evidence says: Quite a bit *before* it seems to be a wise move.

If, coming from us, that statement has a self-serving sound, bear with us for a moment.

Believe it or not, you will find it profitable to install such a unit when your estimated volume comes within 60% of justification. (Photostat Photographic Copying Apparatus works so dependably that you can figure accurately what each photocopy is going to cost.)

This is why it's profitable to be forehanded. As soon as your staff members realize that, by pressing a button, they can get quality copies every time at known costs, your volume of photocopy work rises sharply. What seemed to be a doubtful accessory soon proves to be an economic necessity.

Photostat Corporation *specializes* in copy methods for modern business. A Photostat Corporation representative — handling photocopy, microfilm, and offset equipment — can help you choose the system or combination of systems that will best serve your needs.

Your key to complete copy satisfaction

PHOTOSTAT REG. U.S. PAT. OFF.

PHOTOCOPYING OFFSET AND MICROFILM EQUIPMENT

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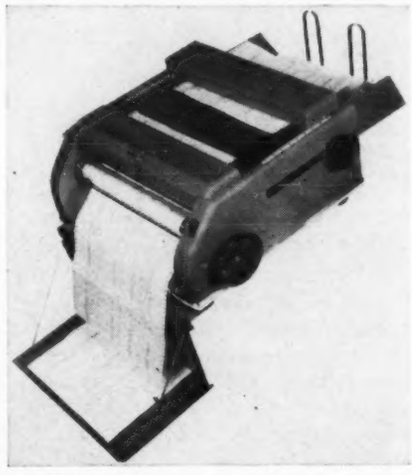
(Circle number 133 for more information)

the telephone comes in a choice of colors—ivory, beige, green or grey.

For more details on the Call Director, circle number 301 on the Reader Service Card.

Forms detacher is portable for "on-the-spot" use

Speeditacher is a new type continuous forms detacher developed by Moore Business Forms, Inc. It is designed especially for limited runs of forms, varying sizes of forms, or to supplement heavy duty detaching equipment during peak periods.



New Portable Moore unit detaches 100 continuous forms per minute.

Portable, the unit can be easily set up without any special fittings or connections wherever detaching work is needed. Compact, the machine occupies about two by two feet of space.

For more details on the Speeditacher, circle number 287 on the Reader Service Card.

NEW SERVICE

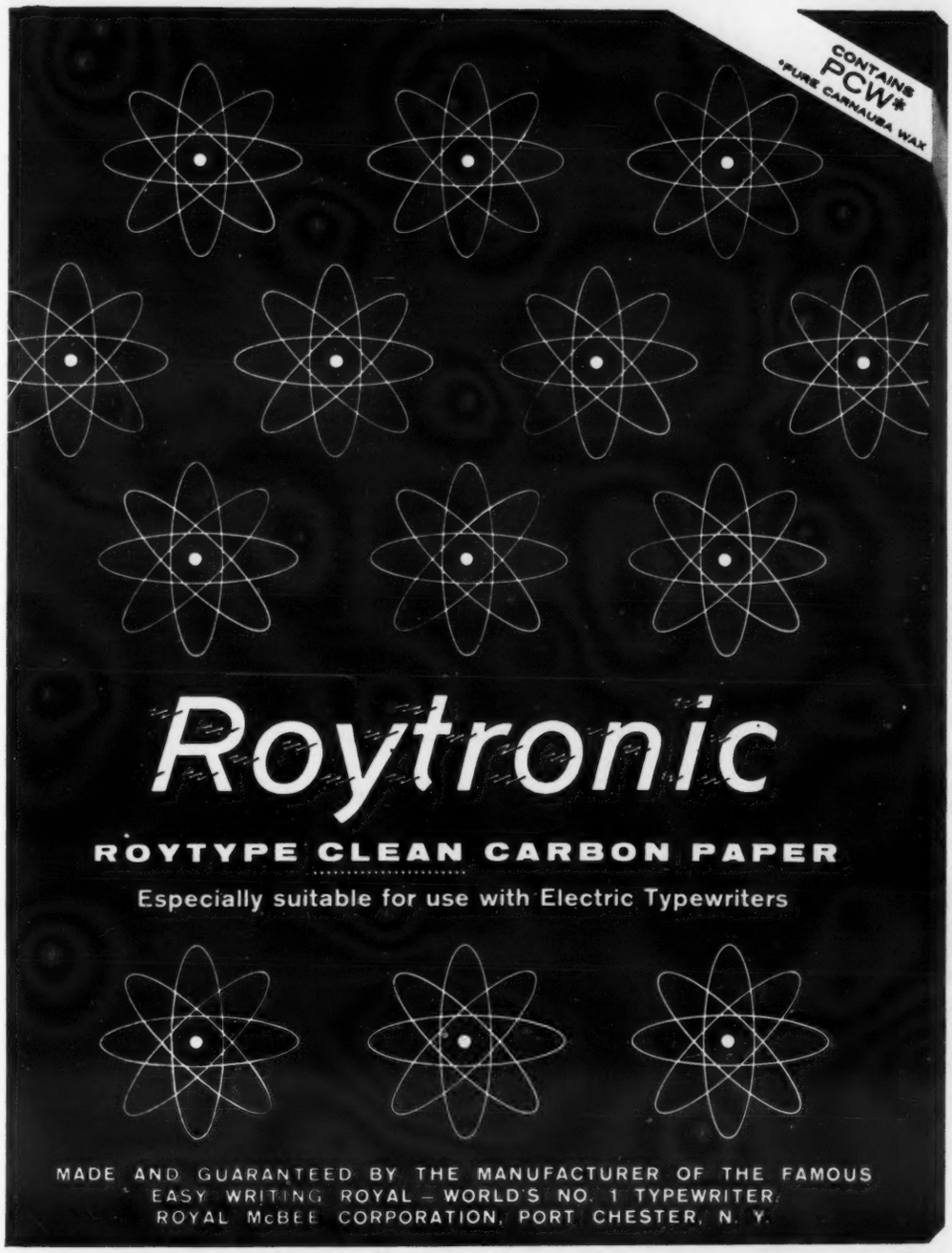
Now you can charge Dictet recorder service

Any executive with an American Express credit card can now charge the rental of a Dictet recorder at any Dictaphone office.

For instance, you can rent a Dictet in Chicago, use it en route to New York, then turn it in at the New York Dictaphone headquarters.

The service costs $20 the first week, $15 each succeeding week, and $20 for each succeeding month.

Should you decide to buy the recorder, any rental fees paid would apply toward the purchase price.



NO CURL... NO SLIP... NO SMUDGE

Get crisp, sharp copies every time!



FREE SAMPLES...

on request! Just fill out and mail this coupon (clipped to your letterhead)—or call *your* Mr. Roy Type, the Roytype Representative.

Roytype's new, top-quality carbon paper, especially suited for electric typewriters, is a real whiz at improving the looks of your copies.

Sheet after sheet, you get a clear, sharp finish with no blurs or smudge. Doesn't slip or curl—and it's longer lasting. Roytronic (TM)* is plastic-coated and its ink formula includes pure, imported carnauba wax that eliminates "tracks" on your copies. Carbon-Keeper Box slips neatly into stationery slots of desk drawer.

ROYTYPE®

carbon papers, ribbons, quality supplies for all business machines

Products of Royal McBee Corporation, World's Largest Manufacturer of Typewriters.

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Please send me FREE samples of your new ROYTRONIC Carbon Paper.

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Street Address_____

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WHERE HE WORKS

Subtle elegance for the

THE MAN
H. J. Heinz II
Chairman of the Board

THE COMPANY
H. J. Heinz Co.
Pittsburgh

THE DESIGNERS
Skidmore, Owings & Merrill
New York

THE DECORATORS
Knoll Associates
New York

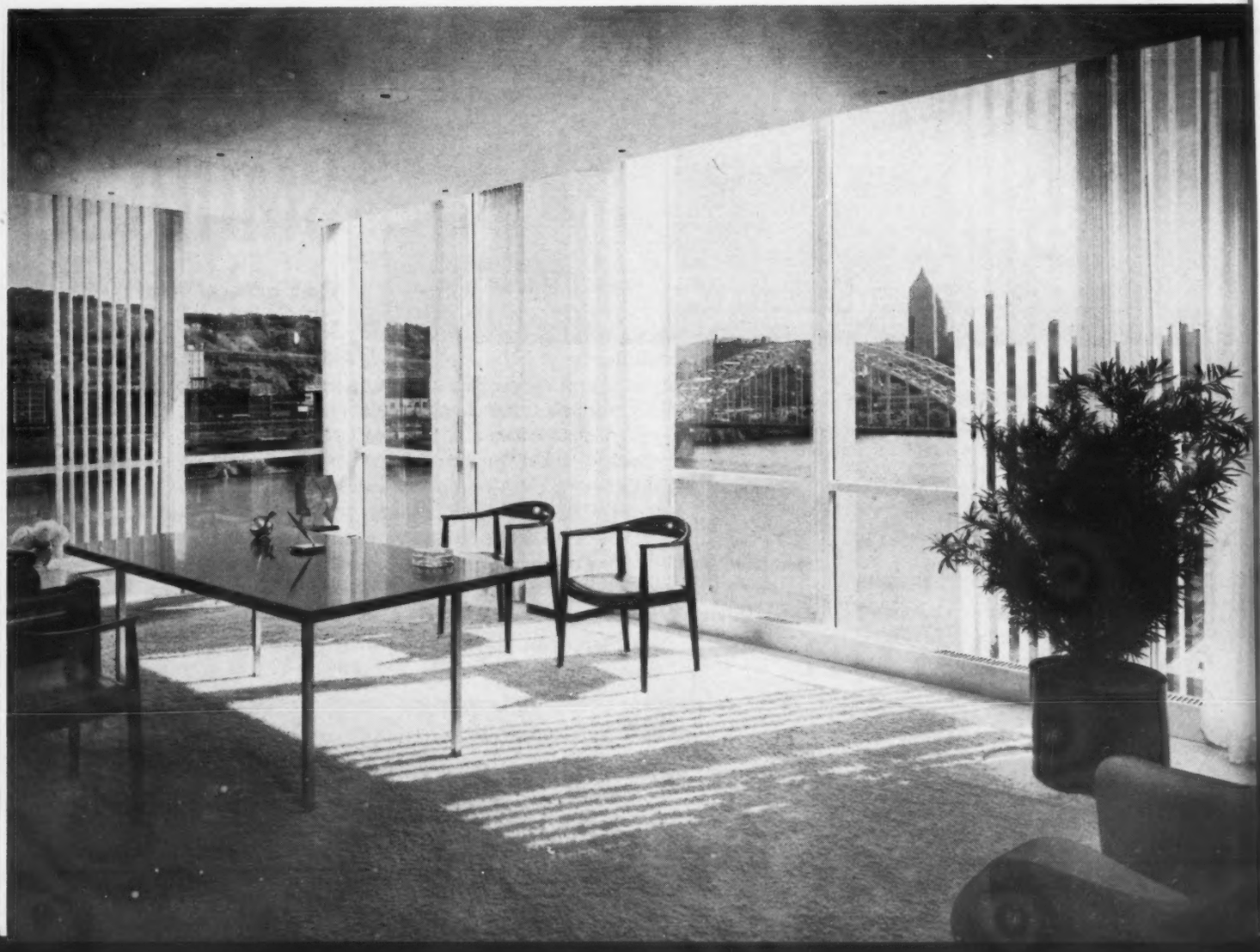
There's an air of subdued richness throughout the Pittsburgh offices of Board Chairman H. J. Heinz II. The sixth-floor suite in the new eight-story Heinz Research Center reflects the taste of a sensitive man—aware of the niceties of environment. The over-all atmosphere is one of quiet warmth—conducive to tension-free work, discussion or relaxed dining.

Major work and conference areas are separated by a "convenience core," containing kitchen, closet and completely equipped bath. Nearby the functional yet elegant suite is a richly furnished private dining room.

Grey tinted glass and vertical venetian blinds give a glare-free panorama of the Allegheny River, the staccato accent of Pittsburgh's Golden Triangle skyscrapers.

The luxurious four-in-one suite of Grandson Heinz is not far from the spot where Founder Heinz prepared and packed his first variety, horseradish, 90 years ago. ■

Quiet, uncluttered section is Chairman Heinz' major working area.



chief executive's suite



Bold silk-covered panel separates conference area from "convenience core" with completely equipped bath and kitchen. Beyond the utility island is Chairman Heinz' main working area.

All-white effect of discussion area is relieved by dark teak conference table and red silk-covered chairs. Modern sculptures reflect owner's interest in art. Travertine marble floors, deep piled rug add elegance.





Decor here gives relaxed atmosphere for dining. Colors are subdued—beige, grey, off white. Only vivid note is bright yellow silk covering one wall.

Photographs by Ezra Stoller

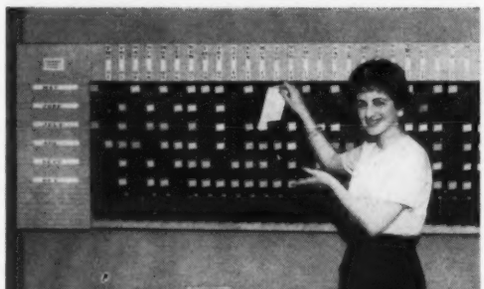
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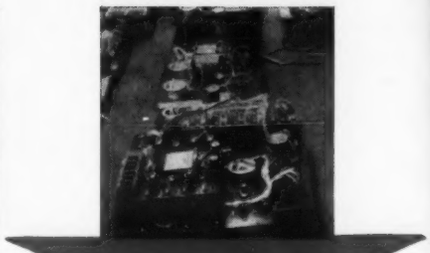
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Business electronics

Computer handles eight programs simultaneously

Parallel processing of job problems is a major innovation of the medium scale computer developed by Datamatic Division of Minneapolis-Honeywell. Unlike other computers which tackle problems in sequence, the new Honeywell 800 can handle up to eight programs simultaneously.

This parallel processing feature vastly simplifies programming. Programmers can set-up work schedules without consulting others and without interleaving the operation into one complex master program. All eight jobs on the 800 are automatically controlled and go through computations independent of, and unaffected by, one another.

Low cost is a feature of the new Honeywell computer. Rentals range from a low of $11,000 to $22,300. Outright purchase costs are from about $500,000 to $950,000.

The new computer is versatile—handling both business and scientific computations and language with equal ease. The system is also compatible with other makes of peripheral devices.

Being entirely transistorized and modular in design, all equipment can be housed comfortably in 500 square feet. An area of 1,000 square feet provides more than enough room for expansion of the system. It consumes just one-tenth the power used by vacuum tube computers.

Like the larger Datamatic 1000, this medium scale com-

puter has Orthotronic control which instantly and automatically resurrects lost data and corrects any errors in main or off-line inputs and outputs.

As evidence of the computer's speed, the 800 could process 200 million job record cards – the contents of one mile of 20-drawer filing cabinets – in five hours, President Walter W. Finke states.

Stated in actual figures, the new brain has a maximum input or output rate of 96,000 decimal digits per second on each magnetic tape. When computing with optimum combination of tapes, it achieves a rate of 1,536,000. It can deliver 60,000 one-address instructions per second. Its memory capacity ranges up to 16,384 words. Data transfer rate is 140,000 words per second.

Lead time needed for installation of this new parallel processor is roughly 18 months.

For more technical details or application data on the Honeywell 800 computer, circle number 294 on the Reader Service Card.

Alphabetic intercoupler for billing operation

A new Intercoupler, introduced by Systematics, Inc., allows automatic recording, on punched cards or paper tape, of alphabetic data which is indexed on a Burroughs billing machine keyboard.

With this B 445 unit, names, addresses, catalog numbers and item descriptions can be translated automatically to computer language.

For further details, circle number 253 on the Reader Service Card.

Automation cuts distribution costs

An automated ferris wheel – five stories high – now controls warehouse distribution for Diana Stores, New York City. Guided by an electronic brain, capable of 15 million daily decisions, it picks up merchandise at the receiving dock and distributes it to the proper floors and stations.

This ferris wheel is one feature of a system of mechanical devices and automatic electronic controls that receives products from over 2,000 suppliers, directs

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(Circle number 110 for more information)

their flow through the warehouse and out to 208 stores across the country.

As a result of the new warehouse system, designed and engineered by Dasol Corp., Diana's distribution costs will be significantly reduced at present operating levels. As volume increases, even greater economies will be effected, a company spokesman states.

For more information on this system, circle number 268 on the Reader Service Card.

Punched card processer is moderately priced

A new low-cost system for punched card data processing has been designed by the Remington Rand Univac Division of Sperry Rand Corp.

It is recommended by the maker for small companies or branches of larger ones to machine process such accounting work as production control, payroll, inventory, accounts receivable and sales analysis.



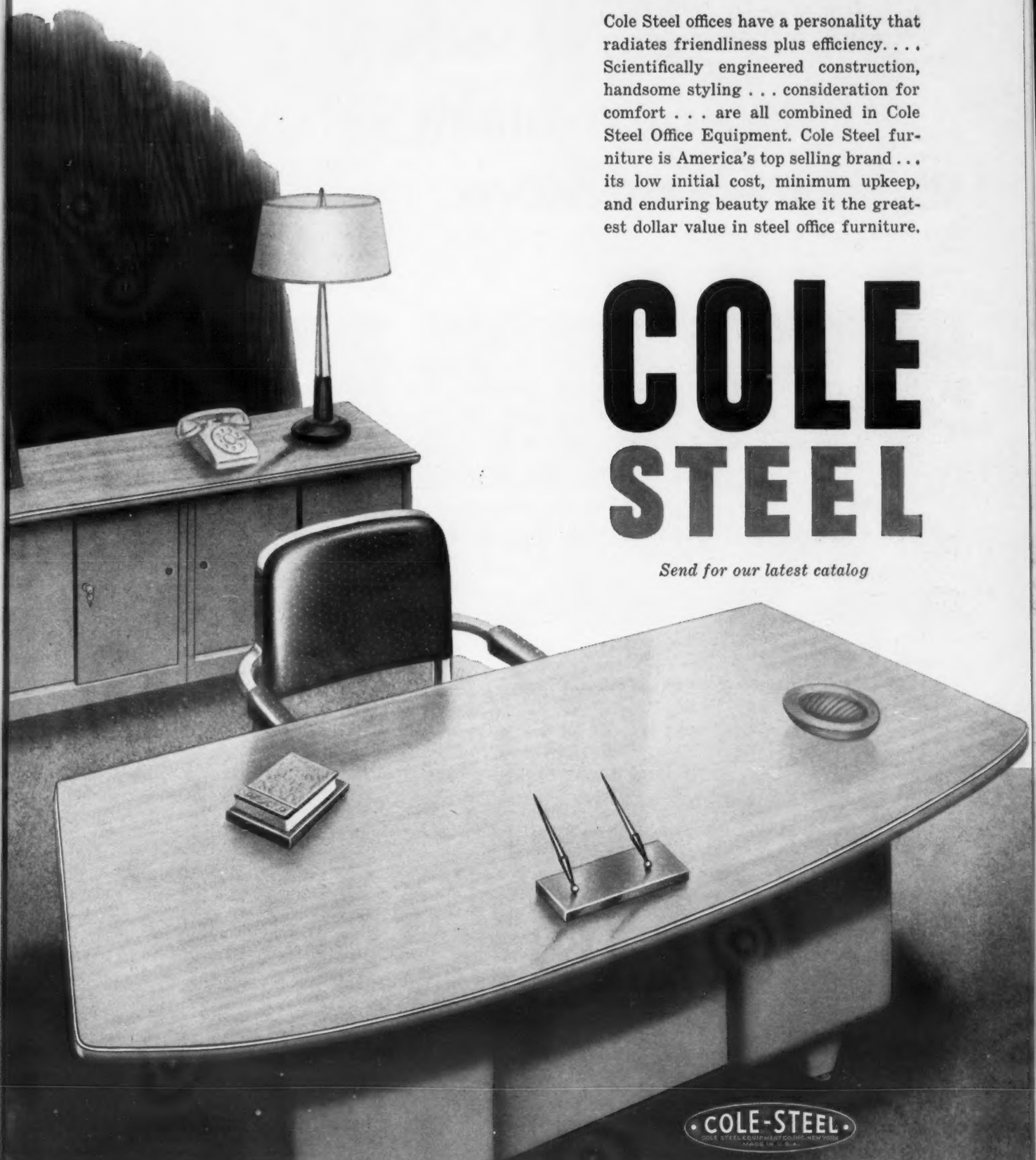
Low-cost punched card system is compatible with other Remington units.

The basic system includes an alphabetical punch, sorter, alphabetical tabulator and summary punch and reproducing punch. Normal speed is 60 cards per minute.

Cost of the specially engineered equipment is lower than comparable manual systems, the manufacturer states.

For further information on this data processing system, circle number 303 on the Reader Service Card.

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How to pay branch plant employees by wire

PROBLEM:

When a branch plant payroll is computed at company headquarters, there is usually a time lapse between completion of workweek and issuance of paychecks.

ANSWER:

To avoid delay, this company now transmits payroll data to headquarters by leased wire, instead of by mail. When the payroll computing is done, the paychecks are transmitted by wire back to the branch where checks are automatically written on a special form.

In the past, there was a risk that employees might not be paid on time at the South Point, Ohio, plant of Allied Chemical's Nitrogen Division. Here's why:

The branch plant is 500 miles from Hopewell, Va. headquarters. The workweek ends midnight Saturday. Payday is 8:00 a.m. the following Thursday—a span of only 24 office hours. This left little time margin to ship work records back to headquarters, process them and dispatch checks by mail to the branch.

To solve the time problem, Allied studied various methods of speeding up interplant payroll procedures. Direct wire transmission, coupled with a single full-scale computer system, proved to be the answer.

In essence, this is the new time-saving system. By using Friden Add-Punches, leased wire facilities and a specially designed Standard Register check form, the branch plant is able to utilize headquarters IBM data processing equipment. As a result, paychecks now reach South Point a full day ahead of the deadline.

Pictured here in detail are the steps in the unified flow of the completely mechanized central payroll procedures.

In operation since November, 1957, this streamlined system has paid off for Allied in speed and greater accuracy. Added bonus: timely cost control data on tap for management, says Methods Research Manager Clifford R. Buys.

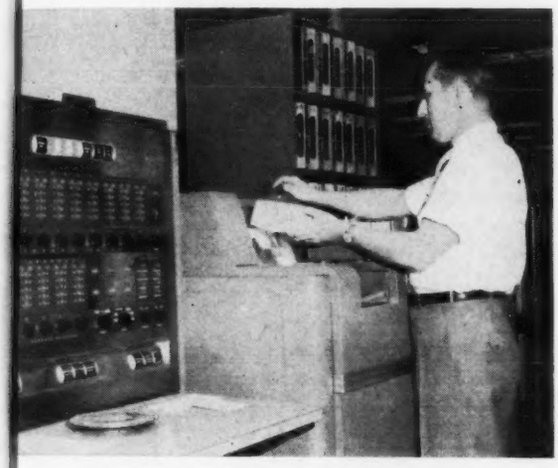
Based on these positive results, the system is being extended to the recording and the transmission of other accounting, materials distribution and sales information between the two Allied plants. ■



1 At Allied's South Point plant, data on timecards is transferred daily to five-channel tape with Friden Add-Punches. Data then travels the 500 miles to Hopewell at seven or eight lines a minute.



2 Information received by leased line Teletype at headquarters in paper tape form is converted to punched cards on this International Business Machines tape-to-card equipment.

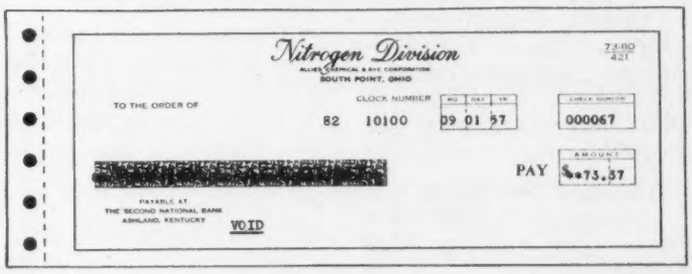


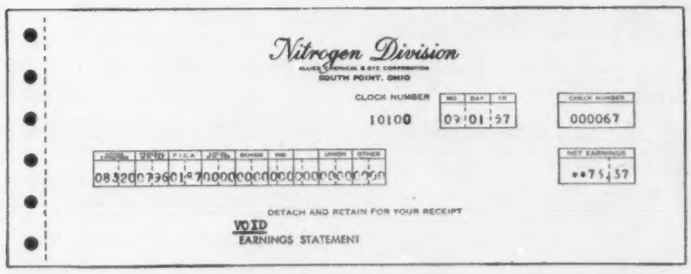
3 Utilizing the IBM 650 computer and auxiliary equipment, the payroll amounts are tallied and the registers printed automatically.



4 Punched cards produced by the computer are converted back to tape, and data for 900 weekly payroll checks are relayed by direct wire to the South Point plant. Standard Register form allows entry of both check and stub data in one typing.







5 Printed payroll checks are received on the Teletypewriter at the rate of four or five a minute entirely through this mechanized method.

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(Circle number 126 for more information)

New product survival

(Continued from page 41)

to the fact that a company with a new product assumes it will have clear sailing. Thus the company is unprepared if a competitor jumps in with an imitation and steals part of the market the company was counting on. Fighting off such competition may require a good deal of time and money.

Sometimes unforeseen financial problems develop because the new product becomes more successful than was anticipated. When demand goes up sharply, new permanent capital may be required to expand production facilities and beef up distribution.

To reduce the risk of inadequate financing, experienced executives make every effort to control the costs of launching a new product. But they also prepare in advance for all financial eventualities.

Brains for rent

■ You don't need your own million dollar laboratory and a staff of high priced scientists in order to develop and market a new product. You can rent facilities and brains from research organizations that are in business for the express purpose of developing and testing product ideas.

Small, medium sized and even large corporations use the outside research organizations because they often find they can get research work done faster, better and cheaper than they could do it themselves.

The cost of using outside research is not as high as you might think. For example, Foster D. Snell, Inc. reports that about half of the research jobs it does for business firms cost less than $1,000.

If you retain an organization that has already done some work on your particular problem, chances are you can get the benefit of this work at much lower cost than if you sign up a research organization that has to start from scratch.

It is never possible to take all the risk out of new product development. But by doing the right kind of planning in advance, you can remove a lot of the risk and a lot of the cost. Do enough of the right things often enough and profitable new products are bound to result. ■

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HOW TO USE CUSTOMER OPINION

(Continued from page 38)

6. General. Adequacy of catalogs and data books, helpfulness of promotion material, and advertising.

Some industrial sales organizations also need to know how they stack up against competition in other areas like: adequacy of warehousing stocks and service, excellence of installation or service engineering, and the like.

In developing the areas for marketing appraisal, don't forget changes and trends in the industry your products serve. In industrial equipment, for example, price is becoming less important as automation grows. The importance of dependability and low maintenance has increased. An engineering vice president for a process industry said: "We want a good price, but we're not nearly as price conscious as we were 10 years ago. Look at those centrifugators. Ten of them, and all automatic. If they or their control equipment go down, we have to explain a $50 a minute burden rate loss upstairs. So when we buy, it has to be for dependability and service first."

Selecting customer group

The customer group invited to appraise your commercial effectiveness must naturally be representative. Type and size of company, volume of purchase, location, and attitude toward your company are all obvious criteria for selecting a good sample.

The job isn't done, however, when the names of customer companies are known. The individuals you interview should represent all the groups who help decide on the purchase of your product.

At least four groups can give you valuable information. These are purchasing, design and development, manufacturing and maintenance, and general management.

In collecting data, it's more satisfactory to use an open approach. Customer personnel are wary of the interviewer from an anonymous company; but they will generally respond thoughtfully to the representative of a company that wants "your advice on how we can serve you better." Usually a cooperative situation can easily be generated when the interviewer is introduced by the salesman who services the account.

Detached interviewers are preferable. Salesmen or line sales supervisors usually won't have the unbiased viewpoint required for evaluating customer responses. Sales staff people who are divorced sufficiently enough from line sales activities can sometimes be trained as interviewers. Some companies find that better objectivity and more reliable appraisal information is secured when personnel from an outside organization are used for interviewing.

The interviewer should be skilled at steering the conversation into meaningful channels without merely parroting a list of questions.

Few customer contacts will be able to offer intelligent opinions on all the important areas of your marketing program. The purchasing agent, for example, can seldom give reliable data on performance of your product in the shop. The interviewer must know your selling problems and guide discussions to gain the customer representative's appraisal in those areas where he has responsible and informed opinion.

The interviewer must seek relative competitive comparisons, not bald statements. With customer contacts who give a favorable response, he seeks to find the areas where the man feels your competition is even better, or vice versa. All responses on each marketing factor must be rated superior to, equal to, or inferior to your competition. *Figure 1* illustrates the ease with which these three categories can be presented.

Recording and analyzing facts

The good or bad opinion of your customers changes as sales management plans and programs are put into use. Periodic appraisals are ways to gauge the effectiveness of specific sales programs. Appraisals in different districts are ways to gauge the relative effectiveness of territorial sales efforts.

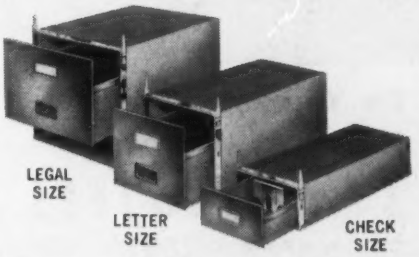
Companies that have most successfully used the Customer Appraisal Method plan specific procedures for recording, analyzing and presenting data so that both time comparisons and geographical comparisons can easily be made.

Relating all responses as pluses, zeros or minuses against the norm of competitive practice in each area of commercial importance is a practical way to show results. With two or more customer appraisal reports, marketing executives can see just what effect their sales program has had on customer opinion over a period of time. As customer opinions change, these changes can be recorded to show trends and to point out competitive danger areas. ■



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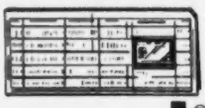
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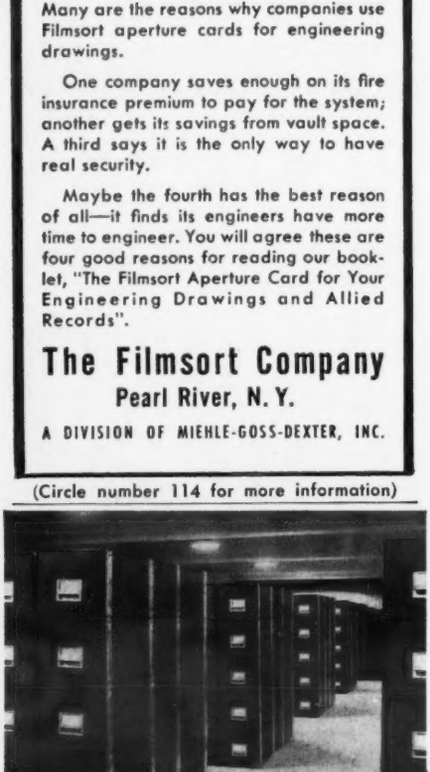
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HOW TO TRAIN DISTRIBUTORS

(Continued from page 34)

school to one of the best of its kind in any industry.

"We take 20 or 22 men for each session," explains Fafnir's manager of marketing services, Bruce Bagger. "We meet in a resort location, away from the bright lights and telephones. But the school is just that – a school, not a loaf-and-drunk."

The distributors and their salesmen arrive at their hotel on a Sunday evening. Waiting for them is a check-in envelope explaining the school. The first class begins Monday morning at 8:30 sharp; it ends at 4:30—with a two-hour homework assignment to be completed that evening. Classes continue Tuesday from 8:30 to 4:30, with more homework, and Wednesday from 8:30 to the wind-up lunch.

There are coffee breaks each morning and afternoon, but sample bearings and cutaways, placed strategically near the urns, keep the conversion centered on study. After each lunch comes a quiz, which is graded.

Evenings, when the distributors aren't doing homework, they are meeting in informal but fast-paced bull sessions. These supplement the formal training and provide invaluable feedback, which helps Fafnir evaluate not only its school, but its total operations.

Here, tightly condensed, is the course of studies:

Monday. A half-hour film shows how bearings are made in the Fafnir plant; a quick look at the mutual responsibilities of company and distributor; a few minutes on the nine basic steps of successful selling—all completed by 10:00 a.m.

The rest of the day is given over to "product line review and applications," focusing in turn on manufacturing processes, design and nomenclature, shielding and enclosures. (Since Fafnir produces the nation's most diversified line of ball bearings, its line review serves as a catalog of the entire industry.)

The day ends with a question-and-answer period.

Tuesday. After reports on the homework, the distributors wind up their review, then survey product information sources and certain detailed engineering problems, such as load rating calculations. This fills the morning.

In the afternoon, they study in detail the causes of bearing failures. They watch typical failures actually occurring—in models, film strips and films—and learn how to correct needless failures. This unit has won Fafnir many accolades. It helps distributors improve vastly their relations with their customers and has a powerful impact on their sales.

The day ends with a study of bearing maintenance and handling, to help the distributors answer the questions asked them by replacement mechanics.

Wednesday. The morning is devoted to a study of selling tools (advertising, publicity, etc.), an analysis of the general market potential and a review of the full course. It ends with a dinner.

"Morale is immensely high," Bruce Bagger declares. "The men sing Fafnir songs and often plan among themselves to meet again in six months or a year to trade notes. You know, you can't buy that!"

Raymond C. Snow, who teaches the school, employs every possible audio-visual aid to get his material across. Along with lectures and discussions, he uses movies, slides and film-strips; flannel boards and acetate flip-over charts; samples, cutaways and display boards; and a massive pad of newsprint on which he crayons notes during discussions.

A specially designed electric console lets him dim and raise the room lights, control his projectors and spotlight his flannel board without leaving his position in front of the class.

When the school starts, each student is given a notebook for the course. At important junctures, Snow passes out four-color insert sheets summarizing key points.

(The entire course is "zippered" so that individual components can be used in presentations to prospects, plant maintenance men, college seniors who are job candidates, and other groups.)

The school was expensive to set up, but Fafnir has no doubts of the wisdom of its investment. After only 35 sessions, Bagger has a file of letters well over an inch thick,

from presidents and other officers of distributorships, thanking Fafnir for the school. Nearly every letter says, in its own way: "Now we can really do a job for you."

CASE NUMBER FOUR: *Three training schools in one*

■ Rudd-Melikian, Inc., which manufactures automatic vending machines for hot coffee (Kwik-Kafé) and hot platters, faces the problem of diversity in training its dealer-distributors.

These dealers are independent businessmen who buy their machines direct from the manufacturer, place them in offices and plants, and provide maintenance and service. Some, especially when they are starting out, do their own selling and servicing. Others, usually those longer established, concentrate on over-all administration and hire men to specialize in sales and service.

In its training school, therefore, Rudd-Melikian must reach three different groups: dealers, salesmen and servicemen. It achieves this by operating three programs simultaneously, with all three partially interlocked. Men in two or three programs meet together at times to cover certain common topics. Most of the time, each group pursues its own special interests.

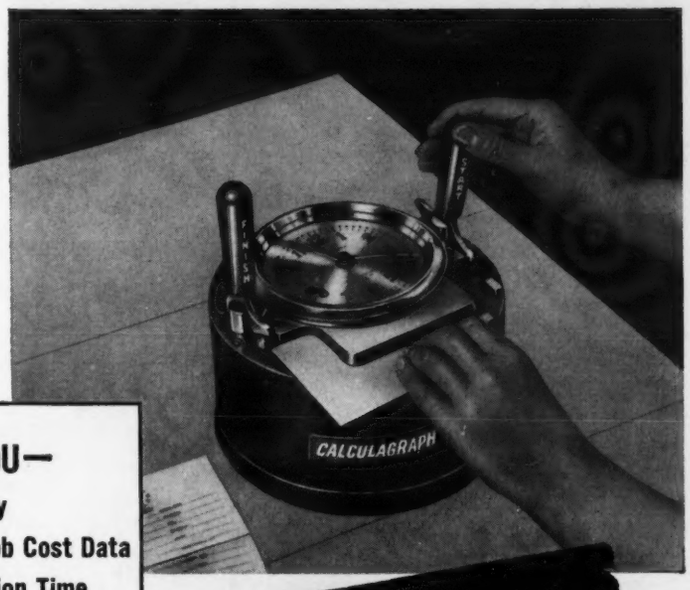
This five-day three-schools-in-one meets at the Rudd-Melikian plant in Hatboro, Penna., the first full week of each month. The training program is a full-time responsibility for one man, George Hopf. Other company personnel are, of course, heavily involved while the school is in session.

Here's how advertising manager Edward A. Wiler, Jr., capsules the three programs:

Dealers. "The basic function of this program is to teach dealers the management, sales and service procedures they need for the successful operation of their own companies.

"The backbone of this program is a management handbook which contains 10 years of accumulated knowledge in every phase of a dealer's operations. There are chapters on the dealer's place of business and operating facilities; on

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procurement and handling; on sales, location agreements, advertising, promotion and public relations; on service and route control; and on accounting and finance."

Salesmen. "A basic text for this program has been developed through many training classes. It covers a complete sales presentation, with selling aids and creative selling techniques – how to get a prospect's attention, develop his interest, answer his questions.

"In this program, the basic method of teaching is role playing. Salesmen *say* the creative selling techniques–in their own words, of course – and so remember them. They also learn how to use our sales presentation book to their best advantage."

Servicemen. "Specialists instruct the servicemen in trouble shooting, preventative maintenance, quality control and the importance of good servicing procedures.

"The servicemen learn by doing; they travel on routes with skilled service personnel right on the job. Printed matter is also available–a ready reference library which they can use back on the job."

Rudd-Melikian's training school has helped push the young company, in just a dozen years, to the top ranks of its industry. It has been praised by many leading officials in the automatic merchandising field. Knowing the benefits the school has brought to the company and its dealers, Ad Manager Wiler comments thoughtfully: "It is unfortunate, in a sense, that programs of this nature are not more prevalent in our industry."

CASE NUMBER FIVE: *Problem solving with no agenda*

■ A few years ago, Esso Standard Oil Co. ran across the results of an independent survey of dealers and distributors throughout the petroleum industry. The survey had uncovered a common feeling among dealers that Esso management was giving only indifferent attention to dealer problems.

Esso moved immediately to correct this attitude. One of its first steps was to create a dramatically new kind of *mutual* training program: a series of informal, no-agenda meetings between the company's sales representatives in

RUDD-MELIKIAN TRAINING CLASS SCHEDULE

DEALERS

Monday	Introductory remarks; tour of R-M; explanation of R-M coffee units. Lunch. Tour of Kwik-Kafe; distribution; explanation of R-M units; cold buffet; milk; review.
Tuesday	Full line vending placement of equipment; responsibility of vendor; responsibility of location; types of agreements. Lunch. Menu planning.
Wednesday	Procurement; preparation; storage and handling of foods, coffee, cold buffet, sandwiches, salads, desserts. Lunch. Hot platters; milk; records—cost control, inventory control.
Thursday	Management Handbook: your place of business; what is required to set up shop; storage and handling; requirements and procedures for sanitizing canisters; route control.
Friday	Review of installation; procedures and management handbook.

SALESMEN

Monday	(Same as dealers.)
Tuesday	Brief history; potential national locations; testimonials; advertising; promotion; publicity; sales tools; films.
Wednesday	Five steps of the selling process.
Thursday	Trial closes; answering objections; sales presentations.
Friday	Sales presentations.

SERVICEMEN

Monday	(Same as dealers.)
Tuesday	(Same as salesmen.)
Wednesday	Five steps of the selling process. Kwik-Kafe of Philadelphia; travel routes; tour facilities; help with installation if possible.
Thursday	Your job as a route salesman: service procedures; minor repairs and presentations; public relations.
Friday	Service information; spare parts; review.

the field and its 26,000 independent dealers and distributors ("resellers").

Each meeting has a single purpose: full and frank discussion of any problem, suggestion or complaint the dealers might have concerning their business. Any area in which they believe the supplier-customer relationship can be improved is fair game.

Separate meetings are held for dealers and resellers, since their problems generally are not the same. Ten to 15 men attend each meeting. "It is our feeling," explains B. L. Ray, Esso's vice president for marketing, "that larger groups would limit full discussion."

A total of approximately 600 meetings are scheduled each year, slightly more than half of them for dealers. With the number of Esso dealers topping 25,000, only a representative fraction have as yet participated personally, but most of the resellers attend at least one meeting every year.

Each meeting is conducted by the district manager, and higher echelons are informed in detail of the problems raised, the answers given by company representatives and the follow-up action which may be required.

"The meetings cover the entire range of dealer-reseller-supplier relationships," Vice President Ray explains. "They frequently point out areas where improvement on our part is possible and necessary."

A schedule of 600 meetings a year, plus preparation and follow-up, imposes heavy demands on the time of Esso's field management personnel. But the company has no doubt of the program's value. Ray sums it up this way:

"We hoped these meetings would 1) provide a better medium for free and open discussion of mutual problems, and thus eliminate a possible cause of discontent, and 2) establish a means by which unresolved problems would be assured the priority attention of the proper management people.

"Obviously, if these two objectives are reached—and we think they have been reached—the result is a substantial improvement in the understanding of common problems and in mutual confidence and good relations." ■



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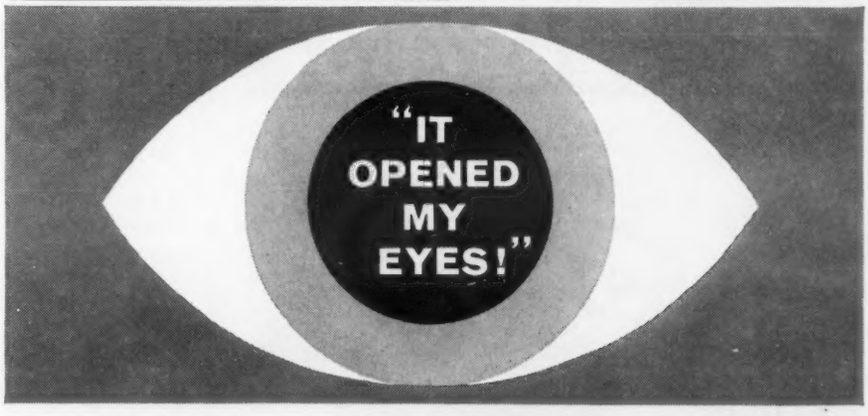
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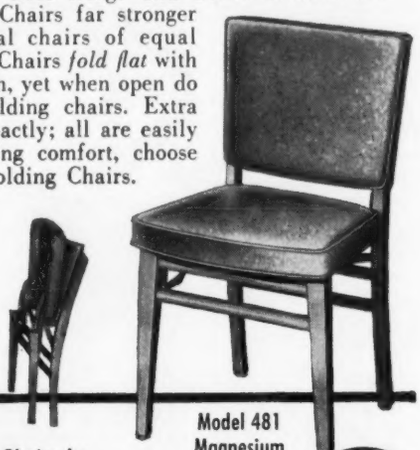
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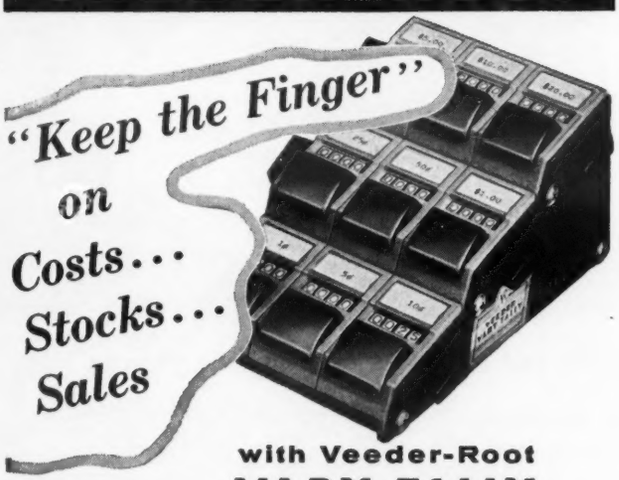
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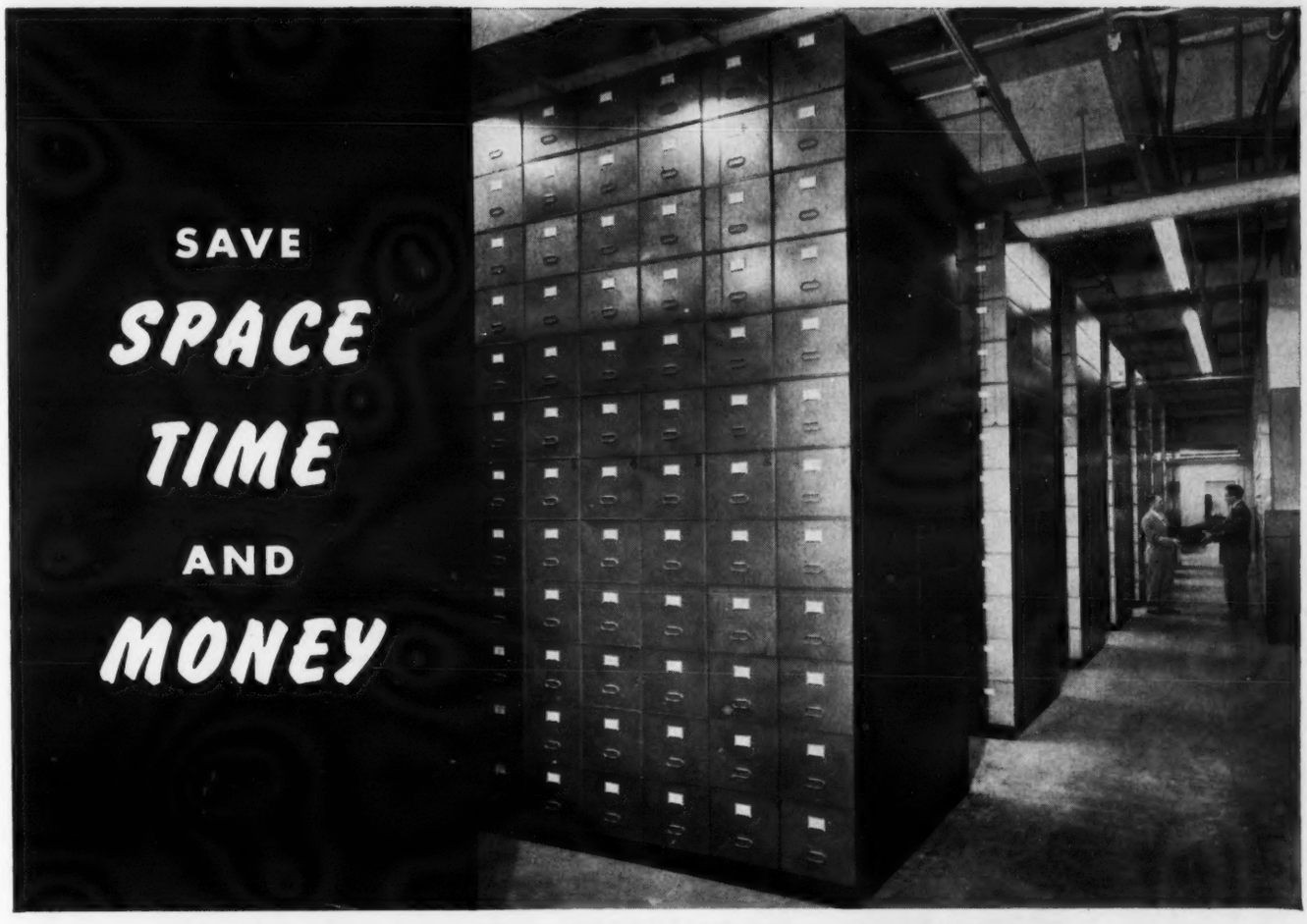
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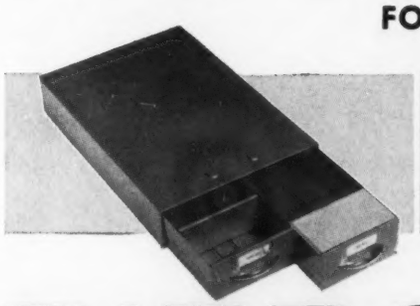
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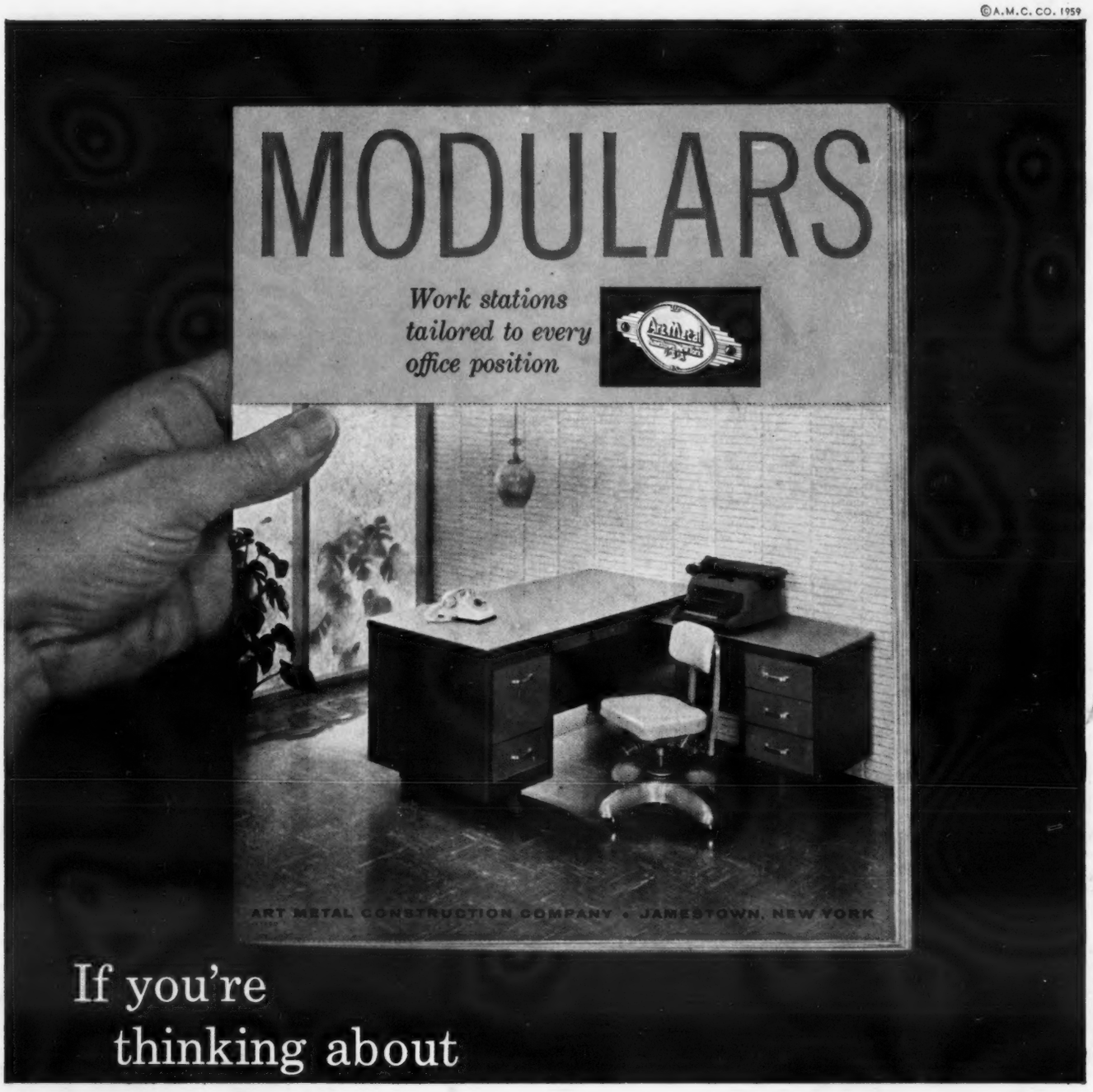
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